

Point of View By Mark G. Yudof

The Burgeoning Privatization of State Universities

IN THE MID-1970's, President Derek Bok of Harvard University warned that the central educational mission of private universities was increasingly at risk both because of their reliance on federal research money and because of the demands made on them by federal and state regulators. He feared that the autonomy of private universities would be compromised by virtue of the priorities imposed by government; they might, in essence, become extensions of the public sector.

For the last eight years, however, the obverse of what Mr. Bok described has occurred. State governments gradually have reduced their financial support of public research universities, leaving a vacuum for the private sector to fill. State appropriations for higher education declined in academic 1991-92 for the first time in the 33 years that the Illinois State University's Chambers survey has gathered such data. Just as involvement with government may distort the mission of private universities, decreasing state support and increased reliance on external financing may distort the mission of public institutions. This phenomenon has enormous consequences for higher education.

A year ago the Office of Institutional Studies at the University of Texas at Austin conducted an informal telephone poll of 10 leading state universities. The institutions surveyed were Indiana University, the Ohio State University, the University of Minnesota system, and the Universities of California at Los Angeles, Illinois, Michigan, North Carolina, Texas at Austin, Washington, and Wisconsin. One of the 10 universities received close to 41 per cent of its total budget from appropriated legislative funds, while nearly all of the others were in the 30 to 36-per-cent range. Two public institutions received barely more than quarter of their funds from general state appropriations.

Although the figures obtained in this informal survey were rough approximations, the overall message is clear: Far less than half of the budgets for leading state universities came from general state revenues. At the University of Texas at Austin, where I teach, 44.8 per cent of the total budget came from tax revenues in 1984-85. Today only 30.2 per cent comes from that source. That dramatic change was due to a small decrease in state funds over the period and a substantial increase in outside support. Next year the figure probably will drop below 30 per cent.

I suspect that if comparable figures were available for other state universities, they would reveal a similar downward spiral. Indeed in 1988-89, 40.2 per cent of total funds for state universities came from legislative appropriations. Public institutions may use the rest of their budgets from tuition and fees, endowment income, alumni contributions, and special-purpose grants and contracts from corporations, the federal government, and, to a lesser extent, local governments.

Why did the reduction in the proportion of state appropriations occur? At the most concrete level it occurred simply because state governments have been finding it increasingly difficult to finance higher education. Overall costs of government are rising; federal assistance represents a declining percentage of state expenditures, and many states are under court orders to improve mental-health facilities, prisons, elementary and secondary schools, and other services. As a result, tuition at public universities is now growing more rapidly than at private universities.

What are the deeper causes of the decline in state support? Some people would argue that many citizens are dissatisfied with the performance of state universities. Many taxpayers believe that undergraduate education, in particular, has suffered at the hands of administrators and professors more concerned with graduate education and research. And many are in-

creasingly distrustful of what they perceive to be a "sacred cow."

Since the early 1980's, administrative budgets at public universities have increased at almost three times the rate of increase in instructional budgets. Critics are incredulous that higher-education officials cannot find more fat to trim when other state agencies are compelled to absorb large budget reductions. In fact, I believe that public universities often have been too reluctant to eliminate or reduce low-quality or duplicative programs; they have been slow to set budget priorities despite shrinking resources.

Other factors, such as the long-term decline in birth rates and the aging of the general population, may reinforce some taxpayers' reluctance to maintain support for higher education. Only 37 per cent of all households now have children under 18, down from more than half in the 1950's. As a smaller proportion of adults has a direct stake in college education through their offspring, willingness to support university education for other people's children may decline. This may be the real message of state colleges' increased reliance on higher tuition and other charges to students and their families: Let those with a direct stake pay. (To be sure,

"Universities must make hard policy decisions about institutional priorities instead of unrealistically attempting to be world class in every discipline."

increasing numbers of taxpaying adults over the age of 25 are enrolling in college, but I suspect that only a small proportion of them attend the flagship, research campuses of state universities.)

The burgeoning privatization of state universities already has had, and will continue to have, profound consequences; we are sliding into a new reality instead of planning for it.

Despite cutbacks in state support in recent years, the massive subsidies of public higher education by the federal government, corporations, and alumni donors have helped most state-university budgets to continue to grow. This has provided a false sense of security and a false sense that no harm has been done. But because most of the money from non-state sources goes for specific projects, the new resources have benefited some parts of the university, but not others.

Privatization—the increasing reliance on non-state funds—creates havoc and have-nots within the same state university. The professional schools and natural sciences tend, to a lesser extent, the social sciences may prosper as they receive the lion's share of the external resources; their missions closely mirror the personnel and research needs of the private sector and government. Meanwhile the humanities, general libraries, and education schools wither. Faculty salaries, staff support, stipends for graduate students, career advancement, and other services may vary dramatically across the same campus. It is as if every state university is really two universities, one reasonably financed and the other starving for funds.

University officials often are criticized for their misguided priorities. Why are universities fiddling with laser research instead of teaching writing? Why don't administrators raise endowments to increase staff salaries? Why do colleges acquire a beautiful art collection when they have insufficient scholarship funds? Why do regents ignore social work and spend money on more accounts and lawyers? But many of these expenditures are determined not by administrators' priorities but by the priorities of outside sponsors and donors.

University administrators cannot use a grant allocat-

ed for defense research to finance scholarships for anthropology students. Successful engineers or corporate executives who wish to repay their debts in donations may not feel much enthusiasm for supporting the liberal arts or library science (much less clerical salaries)—though perhaps they should. Indeed, even if they are sympathetic to the needs of the general undergraduate program, they may view the problem as a quagmire for them to make a meaningful difference. And the benefactor of the arts may think, with considerable justification, that the aesthetic ambience of a university is important and often neglected; he or she simply may not be interested in adding to the sports department's budget.

Ironically, some of the "haves" on campus—for example the professional schools that tend to also support from wealthy alumni—are also those that afford to charge higher tuition to make up for declining state support. In part, tuition increases reflect demand levels, and these remain high because graduates of the professional schools can look forward to high-paying jobs. They can afford to pay higher tuition only because they can borrow now with a greater certainty that they will be able to repay the debt in the future.

My basic criticism, of course, is not that there is much outside support for state universities. We need great law, pharmacy, and medical schools, research the sciences, able business leaders, and well-trained engineers. I am not troubled that markets influence educational priorities within public universities because the universities should not be isolated from the economies of their states and nation. Further, universities must make hard policy decisions about institutional priorities instead of unrealistically attempting to be world class in every discipline.

But we cannot allow reliance on private funds to undercut the historical mission of our public universities—the public responsibility to transmit cultural traditions across generations, to prepare future leaders, and to foster inquiry and learning for their own sake. These functions are too important to allow to atrophy. If external sponsors and donors are not interested in paying for the quintessential public functions of state universities (and should they really be responsible for them?), we must return to our legislators and citizens for help.

BUT TO RETURN TO THEM with any hope of success, trust must be restored between the academic and political spheres. Anguished citizens from universities for higher budgets and escalating taxes, by themselves, will be of no avail. I suggest a higher-education compact. State universities should agree to establish realistic institutional priorities, to eliminate waste and duplication of effort. Anguished citizens should include providing high-quality undergraduate education. In return, state governments should agree to reallocate themselves to supporting the core public functions of the academy, functions that will never receive adequate support from other sources.

Equally as important, political and academic leaders should seek to educate the public as to why it is so important to accumulate, transmit, and expand knowledge, even if that knowledge does not appear to have immediate, practical application. John Dewey once noted that no one denies that education should prepare students for the future. But the best way to accomplish that goal is to provide an education in the present. That is, he said, "as rich and significant as possible. That is the present merges insensibly into the future, the future is taken care of."

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Quote, Unquote

News Summary: Page A3

"I've lost the spirit to continue. The atmosphere became impossible. Quite literally, no one in the department spoke to me all year."

George B. Hallman, on his decision to leave Columbia U. after 32 years: A13

"In France, Italy, and the U.K., women's studies have nothing of the presence they have in the United States. They are a beleaguered minority."

A professor of social science: A1

"Nature has a marvelous imagination when it comes to constructing molecules, much more so than a lot of chemists do."

A professor of medicinal chemistry, on the anti-cancer drug taxol: A8

"Does the vote follow the money or does the money follow the vote?"

A political-science professor, on conditions to lawmakers: A19

"A lot of people say they don't want to relocate, and they won't take a job for less than \$20,000 a year or take a job in sales. They are just limiting themselves. I learned that, in this economy, you have to be very flexible."

A senior at Temple U., on today's job market: A28

"Today's young adults were not raised by Ozzy and Harriet." The president of Connecticut College, on the end of the generational cold war: B3

"If college recruitment now resembles the marketing tactics of department stores, the world of student financial aid on many campuses appears to be almost indistinguishable from an automotive showroom."

A professor of education: B1

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A Graduation Tradition at New England College

The covered bridge that spans the Contoocook River on the New England College campus was the first to be constructed by a college. This year, the institution's 219 seniors gathered on the bridge before marching to the commencement ceremony.

Looking at Lives of Ordinary People, 75 Scholars in Europe and North America Collaborate on a Vast History of Women

By LIZ McMILLAN

The writers and editors working on *A History of Women* knew it would be an unusual scholarly venture when the Italian publisher of the series invited all 75 of them to Paris to map out the contents of each volume.

Meeting for two days at the Centre Culturel Italien, the scholars—most of them from France but others from Britain, Canada, Germany, Italy, Sweden, and the United States—hashed out the details for each of the five volumes in the series: How exactly does one write a history of women? How much attention should be paid to issues of race and ethnicity? To sexuality? What should be the general scholarly approach weaving together hundreds of years of history?

Inspired by Encyclopedic Tradition

Beginning with the ancient period and ending with contemporary times, *A History of Women* may be the most ambitious published work in women's history. Inspired by a European encyclopedic tradition, the series builds on 20 years of scholarship in history, women's studies, anthropology, and other disciplines in the United

States and Europe. More than 70 historians have contributed essays on a wide range of topics including family life, work, literature and the arts, myths and images, and the writing of history about women.

The first volume, *From Ancient Goddesses to Christian Saints*, was released last month by Harvard University Press, already been published in Italy by Laterza and in France by Plon, where the series has been hailed as a cultural sensation, prompting discussion groups, seminars, and a television program. Harvard plans to release the next volume, which covers the medieval age, in the fall, and the other three over the following year and a half. *A History of Women* follows a successful series also published by Harvard, *A History of Private Life*. Like that series, the women's history books are aimed at academic readers as well as the general public.

While much of the history written about women in the United States has been in the form of monographs and essays, *A History of Women* shows the handwork of its general editors, Georges Duby and Michelle

Perrot. In its sweeping scope and its orientation to what the French call the *longue durée*, or time conceived on a vast scale.

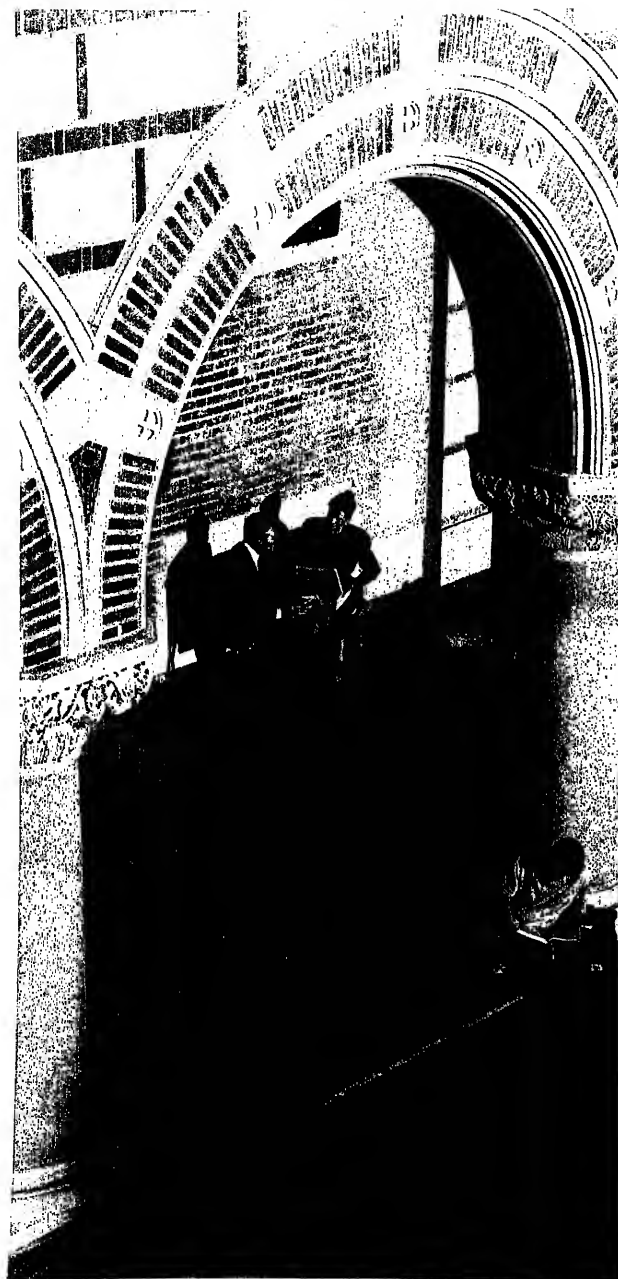
Far from being a portrait gallery of famous or exceptional women, the books attempt a history from "the bottom up" that is, a history that has as its central focus the lives of ordinary women. "Our task is to understand their place in society, their 'condition,' the roles they played and the powers they possessed, their silence, their speech, and their deeds," Ms. Perrot and Mr. Duby have written. "It is the variety of representations of women—as gods, madonnas, witches, and so on—that we hope to capture, in its permanence as well as in its many transformations."

Positive Reviews

Whether or not the books live up to the editors' goals has yet to be determined. Although the works have received positive reviews in Europe, most American scholars have not had a chance to see the English editions. Still, several historians familiar with the work of the editors say the books will be important.

"The work in this nation has tended to

Continued on Page A10



Tough choices are being made with the kind of expertise only a specialist can give.

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The months ahead call for important decisions. Due in large part to the TIAA-CREF Settlement and recent proliferation of State ORPs, employees in higher education are becoming increasingly aware of the services and options open to them.

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This Week in The Chronicle

May 20, 1992

Scholarship

AN AMBITIOUS HISTORY OF WOMEN

More than 70 scholars in Europe and North America have contributed to a sweeping, five-volume series that is being hailed in France as a cultural sensation: A1

HIGH HOPES FOR A 'CELEBRITY MOLECULE'

The development of a promising anti-cancer drug called taxol has been long and painstaking: A8

SOCIAL RESEARCH AND THE LOS ANGELES RIOTS
Studies of the inner city have had too little influence in the debates about the violence. Point of View: A40

Both and Journal examine the Hill-Thomas hearings: A8
54 new scholarly books: A11

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A LEADING FEMINIST CRITIC QUILTS COLUMBIA

Carolyn Hellman says she is tired of battling an "old-boy network" resistant to her scholarship: A13

DEBATE FUEL FEUD AT LEES COLLEGE

Classes had ended, but a year-long battle over tenure and governance got hotter: A13

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A center at the U. of Nebraska is a clearinghouse for scholarship and teaching on the Plains states: A5

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Colleges should take advantage of the narrowing of the generation gap. Opinion: D3

College leaders protest commencement speakers: A4

Corpus exhibits paintings by convicted killer: A4

Anger returns to his alma mater, Eureka College: A4

Police professor is fired over forged diploma: A4

University trustees vote to maintain old policy: A4

U of Wisconsin revises hate-speech rule: A5

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The new books on higher education: A14

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Banks and trade schools increased their contributions to Congressional campaigns as lawmakers debated the Higher Education Act: A19

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Documents indicate that colleges questioned whether the group actually helped students or institutions: A19

ADMINISTRATION VOWS A VETO

The President repeated a promise to reject legislation to reauthorize major student-aid programs: A24

QUESTIONS ON GRANT-MAKING PROCESS

A Congressman asks whether peer reviewers decide who wins support from endowments: A21

Applicants to Wis. colleges can choose 'open search': A19

Star Spangled Banner required at N.Y. graduations: A19

HEA's director blocks grants for two university exhibits: A23

Administration needs \$1.1-billion more for Pell Grants: A23



Annette Falzetta, who is studying physical therapy, is so sure she will get a job after graduation she has not even looked for one. For many of her classmates, the job picture is gloomy: A28

Governor vetoes student-aid bill for Ga.'s Bible colleges: A24
Veto of tax increases for education overridden in Wis.: A24
Regulation of student-loan agency due in Wis.: A24

Business & Philanthropy

ANOTHER EFFECT OF THE RECESSION

Private giving to colleges increased only 4 per cent in 1990-91, to \$10.2-billion, a study has found: A25

UNIVERSITY OF IDAHO DROPS ALUMNI MAGAZINE

The editor says his criticism of its fund-raising role, not budget restrictions, brought about the closure: A25

University's mascot file high to attract donors: A5

Clerk plans to reinvest in South Africa: A25

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FOR SOME SENIORS, JOB OFFERS AROUND

Students in engineering, chemistry, computer science, and various health-care fields are in demand, but the general outlook for entry-level positions is gloomy: A28

THE MARKETING MANIA IN COLLEGE ADMISSIONS

The projected decline in the number of 18-to-24-year-olds portends still more rampant competition and more aggressive recruitment tactics among colleges: B1

Students at Keuka College market their own wine: A4

Miami U. students commemorate first black pilot: A6

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AN ALTERNATIVE PATH FOR FOOTBALL PLAYERS

A group of businessmen has proposed a professional league for athletes who don't go to college: A29

SEX-EQUITY PLAN ENDORSED FOR BIG TEN

Faculty representatives recommended that the league's members be required to provide 40 per cent of their athletic opportunities to women: A29

League sues a university for jumping ship: A29

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NYU gets nine acres in Weehawken, N.J., for athletics: A29

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Chancellor sues U. of Pittsburgh violated NCAA rules: A30

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South Africa's U. of the North invited the head of the African National Congress as its chancellor: A31

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Negotiations between a faculty union and university administrators over a new contract broke down: A33

U. of Nebraska continues program in Afghanistan: A31

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A SOLUTION FOR GEORGIA O'KEEFE

An exhibition shows how the artist took her inspiration from the Western landscape of Texas to magnify the smaller scale of nature in the East: B40

MARGINALIA

In Brief

Catholic leaders defy choice of speakers

NOTRE DAME, IND.—The issue of abortion tured graduation at the University of Notre Dame, New York Cardinal John J. O'Connor said Boston Cardinal Bernard Law wrote to Notre Dame's president, the Rev. Edward A. Malloy, to express his disapproval of the institution's plan to honor New York's Sen. Daniel Patrick Moynihan. The Senator supports a woman's right to choose an abortion. Nonetheless, Notre Dame honored Senator Moynihan last week with the university's oldest and most prestigious award for American Catholics, the Lestine Medal.

Lynn Yessell, Pennsylvania's Democratic nominee for the U.S. Senate and a proponent of abortion rights, was Rosemont College's commencement speaker. Philadelphia Cardinal Anthony J. Bevilacqua expressed his "discrepancy and disappointment" of the choice to Rosemont's president, Orlia Garza.

University officials defended their choices of Senator Moynihan and Ms. Yessell. "I think that we've had a core program, General Education program, since the 20's, and it's one of the longest running crop games around."

Note in a brochure from the Campus Life Office at Converse College: "The Associate Dean of Students serves as the coordinator of judicial programs."

"In keeping with the educational mission of the college, the focus of the judicial system is not punitive. The goal is to promote respect for the safety, rights, honor, and dignity of others, and to encourage inappropriate actions."

And what could be more educational than that?

From *Maneuver*, a student paper of the University of Missouri at Columbia:

"In the aftermath of what was seen as an environmental atrocity on Forum Boulevard in southern Columbia, city government is now protecting trees."

"The Land Preservation Ordinances, enacted by the City Council in September and amended in March, is aimed at curbing the further destruction of the city's trees."

"The ordinance only protects trees that are at least four and one-half feet off the ground."

So much for preservation.

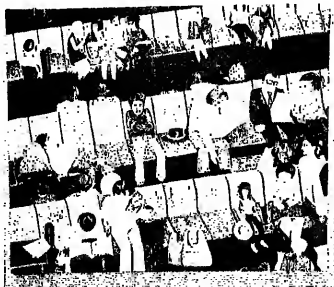
From *The Chronicle*: "A classics professor holds conversations entirely in Latin with a colleague at Purdue University. The professor plans to converse in Greek as soon as the network can transmit the Cyrillic alphabet."

Quintology bonus dormitit Homer.

From *Almanac*, a newsletter at the University of Pennsylvania:

"The Big Bang theory has been the leading model to explain the origins of the universe since the 1960s."

So that's how it started. —C.O.



Students market own brand of wine

KEUKA PARK, N.Y.—A group of students at Keuka College have gone into business marketing their own vintage of wine—Keuka College White, a mix of Riesling, Seyval, and Riesling grapes, and drier Chardonnay, made of 100 percent Chardonnay grapes.

The students, all at least 21 years old, are members of the Management Club, a college organization for those seeking entrepreneurial experience. As part of the club's activities, the students created the wine and developed marketing strategies. They will charge \$6.50 per bottle for the Keuka College White and \$10 per bottle for the Chardonnay.

Below, Brad Allen, a senior, introduces a bottle of the students' wine to Mary Butterfield Gaudin, a 1991 graduate, at an alumni reunion.

Campus exhibits paintings by convicted killer

MILWAUKEE—As an art exhibit at the University of Wisconsin's campus here featuring the work of a convicted murderer, Lawrence Benbenek, has been called exploitative.

Members of the local art community say the exhibit—which includes Ms. Benbenek's painting, "Godot's Drawing Room" (above)—is inappropriate for a university and was chosen simply for draw attention to the gallery.

Ms. Benbenek, a former model

for Playboy and a former Milwaukee police officer, was given a life sentence for the 1981 murder of her then-husband's ex-wife. She escaped from a Wisconsin prison in 1990 but was captured shortly after and was returned to the prison last month.

E. Michael Flanagan, director of the university art museum, sold art historians on the Wisconsin faculty had recommended the exhibit because of their interest in the work of incarcerated artists.

Ronald Reagan returns to alma mater

BUREKA, ILL.—Ronald Reagan returned this month to his alma mater, Eureka College, to deliver the institution's 133rd commencement address. Mr. Reagan, who graduated from the college in 1932, encouraged the students to become involved in their communities after graduation.

A freshman at Eureka College who had twice threatened to kill Mr. Reagan was arrested by U.S. Secret Service agents before the speech. Jim Elm was charged with threatening to kill a former President, a felony that carries a sentence of up to three years in prison and a \$250,000 fine.

A freshman at Eureka College who had twice threatened to kill Mr. Reagan was arrested by U.S. Secret Service agents before the speech. Jim Elm was charged with threatening to kill a former President, a felony that carries a sentence of up to three years in prison and a \$250,000 fine.

While he worked at a regularity, Mr. Kovacs earned a reputation as an inventor of innovative medical devices. He created one of the world's smallest heart-lung pumps and developed a polyurethane polymer called vitreous for use in artificial blood vessels and breast implants. The university holds three patents on devices Mr. Kovacs developed. He helped sell the invention to biomedical companies.



University's mascot flies high to attract donors

MISSISSIPPI STATE, MISS.—A private, non-profit organization is promoting Mississippi State University by flying a hot-air balloon that displays a 35-foot image of the institution's mascot—Bully the bulldog.

The balloon is intended to advertise MSU and the surrounding community as a center of education and to raise money for scholarships at the university. The balloon, which is operated by Air Bully, will be flown at university sporting events and regional celebrations.

Organizers hope to sell 2,500 memberships in Air Bully Inc. for \$25 each—to pay for the balloon and to raise money for the scholarships.

Students commemorate first black pilot

CHICAGO, ILL.—Students at Miami University have begun a petition drive to have Bessie Coleman (right), the world's first black person to receive a pilot's license, commemorated on a U.S. stamp. This month the student body, who say Ms. Coleman's achievements have been ignored, participated in the annual flyover at Chicago's grave.

Ms. Coleman went to France in 1921 to learn to fly after she was barred from U.S. flight schools because of her race and sex.

College stages multicultural inaugural

SWARTZIMOR, PA.—A Chinese New dance and a Mexican morris dance highlighted the inauguration of Swarthmore College's 13th president this month.

Since taking office in September, Alfred H. Bloom has held a series of events in helping students build a sense of civic responsibility and in promoting multicultural education. His inauguration emphasized both points.

President Bloom greeted the Chinese lions during the ceremony (below). Afterward, guests were served a lunch featuring foods from various countries, including Korean kim chee, or pickled cabbage, and Indian samosas, pastries with potatoes and peas.



Wisconsin revises hate-speech rule

MILWAUKEE—The Board of Regents of the University of Wisconsin has revised a hate-speech rule that was struck down last fall by a federal judge. The new rule, which bans certain types of epithets on University of Wisconsin campuses, may take effect before the fall semester.

The rule defines offensive speech as that directed at an individual's race, sex, age, disability, or religion, and requires that the speech be likely to provoke "an immediate violent response." The original rule, which Judge Robert W. Warren said was unconstitutionally vague, banned a variety of other "discriminatory statements and harassing behavior," and did not include the provision about provoking a violent response.

A group of students challenged the original rule, saying it violated their rights to free speech. Higher-education committees in the Wisconsin Legislature may hold hearings on the new rule within the next two months.

PORTRAIT

Finding a 'Sense of Place' in the Great Plains



Lynn White, acting director of the Center for Great Plains Studies, with John R. Wunder, who is on leave. "We own it to students to interpret the places where they live."

By CAROLYN J. MOONEY LINCOLN, NEB.

At the University of Nebraska's Center for Great Plains Studies, an unusual map of the United States is posted on the door of the director's office. Each state is sized according to its population, the result being that the physically vast but sparsely populated Great Plains states have shrunk dramatically. Someone has scribbled in a caption: "The not so great plains?"

Not if the center can help it. "The university owes something to the people of Nebraska," says Lynn White, a sociologist and the center's acting director. "We owe it to students to interpret the place where they live."

Founded in 1976, the center serves as a clearinghouse for scholarship, teaching, and public-outreach programs on the Plains. It offers what is thought to be the nation's only major in Great Plains studies, with courses examining everything from the architecture to the zoology of the Plains. About 120 faculty at the university's three campuses take part in lectures and other activities.

75 Remington Bronzes

Among the center's most visible scholarly efforts are its two journals and its sponsorship, with the American Philosophical Society, of an 11-volume edition of the Lewis and Clark expedition journals of 1803-1806. It also has a permanent art collection that includes some 75 Frederic Remington bronzes.

Those involved with the center see it as an intellectual focal point for a region that is often underappreciated, in a state best known to many outsiders for the interstate highways that are quick to volunteer people here are quick to volunteer. Plains life, on expert on the state capital and its rich natural resources, studies the land itself.

"I've slept in the Plains during mapping expeditions," he says. "I know what the land, and the drought feel like."

Then there's Frances W. Kays, an English professor who carries a photograph in her wallet of her favorite Plains writer, Margaret Laurence. Ms. Kays is writing a book that draws on the work of Nebraska's best-known writer, as an "anti-women" and, perhaps worse, anti-Nebraska elitist. (She doesn't discuss it with Susan Rose, a nationally known Cather scholar here.)

That Ms. Kays should take on Cather is, incidentally, no small feat in a state that worships the writer. She may have died in 1947 but she lives on, everywhere. A plaque in a campus building calls her "one of ours," also the title of one of her books. A plum-tree grove and dormitory here bear her name. And over at the capital, a bronze bust extols "the life of the pioneers she described, a literature of Nebraska she created."

3 Provinces, 10 States

Whatever their opinions about Cather, many here agree that the Plains region is a distinctive place that deserves to be studied. Defined climatically and geographically, it encompasses three Canadian provinces and 10 states—western portions of Montana, Wyoming, Colorado, and New Mexico; most of North Dakota, South Dakota, and Nebraska; and western parts of Kansas, Oklahoma, and Texas.

To grow up here, a visitor hears over and over, is to respect the all-important weather, the deep-rooted sense of community, the isolation, and the subtle beauty of the land. It takes time to learn to distinguish between the numerous varieties of grasses, to see the contour of the terrain, to feel the slightest shift in the winds—to develop what Heather Rogers Gole, a graduate who majored in Great Plains studies, calls "the plains eyes."

As for all those drivers tearing down Interstate 80 bound for more conspicuous destinations. Maybe, some Plains lovers here suggest, it's best they just keep driving.

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Scholarship

Clarence Thomas sits on the U.S. Supreme Court. Anita Hill is back in Oklahoma teaching law. But the reverberations from the electrifying "his word vs. hers" hearings continue.

Later this year, literary critics, law scholars, and historians will weigh in with their reflections on the hearings and their aftermath. In a book edited by Toni Morrison, the novelist and professor of humanities at Princeton University, 19 scholars will consider how issues of race, gender, and law were played out in unprecedented ways.

Race-ing Justice, Inc. Gendering Power: Essays on Anita Hill, Clarence Thomas, and the Construction of Social Reality will be published by Pantheon Books in the fall. Writers include several of Ms. Morrison's Princeton colleagues—Nell Irvin Painter, Cornel West, and Gayle Pemberton—as well as the legal scholars Kimberly Crenshaw and Patricia J. Williams.

In the book, Wahnema Lubiano, assistant professor of English at Princeton, will analyze photographs and Congressional testimony to consider "what blackness means in the U.S. political economy," she said in an interview. Michael Thelwell, professor of Afro-American studies at the University of Massachusetts at Amherst will discuss the political careers of Clarence Thomas and other black conservatives. He compares the Justice to George, the Duke of Clarence, in *Richard III*. Ms. Lubiano said the book was meant to use contemporary scholarly methodologies to reach a broad audience. She said it would, generally, try to show how and why Ms. Hill got a bad deal in coming forward with allegations of sexual harassment by Justice Thomas.

For a quicker take on the meaning of the Hill-Thomas hearings, check out the latest issue of the "Southern California Law Review."

Its March issue includes 25 articles on "Gender, Race, and the Politics of Supreme Court Appointments: The Impact of the Anita Hill/Clarence Thomas Hearings."

Shortly after the hearings ended, the review's editors decided they wanted to give "voice to the people whose voices were not heard in the hearings," says Robyn Manos, the executive articles editor and a third-year law student at USC.

Although the review, which is produced by students, typically relies on unsolicited submissions from law professors, the editors asked authors in several disciplines to write for this issue. Even Justice Thomas was invited to submit a piece. (He didn't respond.)

The authors include a circuit-court judge; legal scholars from more than 10 schools, including Ms. Crenshaw, Ms. Williams, Judith Resnik, and Susan Estrich; other scholars, including Carolyn Heffner and Estelle Freedman; and Ms. Hill herself.

Painstaking Research Puts a Scarce Drug at Forefront of Fight Against Cancer

As clinical trials pit taxol against 15 forms of the disease, scientists search for new ways to manufacture the drug

By David Wheeler



Paul A. Wender (right), a chemistry professor at Stanford, with his graduate student assistant, Tom Mucciari. "Taxol has tested synthetic chemistry to its fullest."

An anti-cancer drug that was once shunned by many scientists as too difficult to work with is now so promising that researchers are going to the frontiers of the Himalayas to get more of it.

Known as taxol, the compound has produced dramatic results in two clinical studies, including one published last summer indicating that the drug might help women fight off a severe form of breast cancer. Now clinical trials pitting taxol against 14 other forms of cancer are either under way or about to start. The drug is at the top of the National Cancer Institute's list of experimental cancer therapies, and last month the journal *Science* called it a "celebrity molecule."

'A Long, Long Struggle'

The interest has been heightened by taxol's scarcity. The chief source of taxol today is the thin bark of an evergreen known as the Pacific yew, which is most common in the Pacific Northwest and takes a century to reach its full height.

For many years, taxol research appeared as likely to result in a dead end as the development of a powerful drug. "It's been a long, long struggle to get the drug to clinical studies," says Matthew Suffness, a program director at the cancer institute.

Taxol has some traits that make it hard to work with. "As good as taxol is," says Lester A. Mitscher, professor of medicinal

chemistry at the University of Kansas, "it is only about as soluble in water as ground-up paving bricks. That makes it difficult to inject into patients."

Scientists first examined the bark of the Pacific yew in 1962 as part of a widespread search in plants for anti-cancer drugs. The chemical structure of taxol was first published in 1971 by scientists working at the Research Triangle Institute in North Carolina. Not envisioning taxol's later success, the scientists did not patent it.

Some of the first tests of the compound to check its abilities as an anti-cancer agent were done with a screening procedure that used mouse tumors. That procedure is now obsolete. The test, says Mr. Suffness, "hasn't been used by anyone I know and wasn't in much favor then."

As a result of the poor assays and the difficulty that many chemists had in working with taxol, it was shelved as worthless for much of the 1970's. Two studies helped taxol re-emerge.

In 1979, Susan B. Horwitz, a professor of pharmacology and cell biology at Yeshiva University's Albert Einstein College of Medicine, discovered that taxol binds to tubulin, a protein that is central to the ability of cells to hold their shape and move. While other chemicals bind to tubulin and cause it to fall apart, taxol freezes tubulin's form while binding to it.

The cancer institute's Mr. Suffness calls Mr. Horwitz's research a milestone, be-

cause it indicated that taxol might have a novel form of action among anti-cancer drugs. Although scientists are still not certain exactly how taxol blocks cancer, they believe that by stabilizing tubulin, taxol prevents the runaway cell division that causes tumors.

Ms. Horwitz's findings at the laboratory bench, along with the continued interest in taxol on the part of the cancer institute, led to clinical trials at the Johns Hopkins Medical Institutions. In the trial, the results of which were published in 1988, 11 of 40 women with ovarian cancer had remissions lasting from 3 to 15 months, and one woman's cancer disappeared entirely.

Although the Johns Hopkins study was small, the results were striking because the women's cancers had failed to respond to other drugs or therapies. Like Ms. Horwitz's research, the Hopkins study indicated taxol might work in a new way.

By 1990, the cancer institute had access to unpublished data in other studies, in-

"As good as taxol is, it is only about as soluble in water as ground-up paving bricks. That makes it difficult to inject into patients."

cluding the breast-cancer results publicly released last year, and knew that a crisis was on its way. In the breast-cancer study done at the M.D. Anderson Cancer Center of the University of Texas at Houston, taxol appeared to shrink the tumors of 48 percent of patients with an advanced form of breast cancer that had not responded to other treatments.

Results like that, the cancer-institute officials knew, would create the need for more clinical trials with taxol. But stripping the bark from the yew to get taxol kills the tree. Up to six trees are needed to supply taxol to one cancer patient.

Environmentalists' Mixed Views

In short, the institute officials were aware that the demand for taxol would soon be far greater than the supply. Two years ago the institute convened 150 scientists to encourage them to think about other ways of producing taxol.

Although the harvesting of about 38,000 Pacific yew trees last year alarmed conservationists concerned about the forests of the Pacific Northwest, many environmentalists are also cheering taxol's development because they believe it demonstrates that maintaining species diversity could ultimately help find cures to human disease.

In response to the cancer institute's request and taxol's promise, researchers are pursuing a variety of approaches. Some scientists are trying to find ways of extract-

ing taxol and similar compounds from needles or twigs of the Pacific yew and its relatives, including ornamental yews. (The latter yews are common in nurseries and gardens throughout the United States.) Others are working with plant-tissue culture, trying to grow taxol-producing plant cells in the laboratory. Some chemists are trying to circumvent the necessity of using plants and their cells altogether, by synthesizing taxol from cheap chemicals.

Making taxol, chemists say, is a challenge. "Taxol has tested synthetic chemistry to its fullest," says Paul A. Wender, a professor of chemistry at Stanford University.

Studies of 'Eight-Membered Rings'

Chemists trying to synthesize taxol from simpler molecules are also making taxol analogues—variations on the molecule that might make it more potent or lessen its considerable side effects, which include severe hair loss and the suppression of blood-cell creation in the bone marrow.

By tweaking the taxol molecule and watching how it interacts with other chemicals and cells, scientists hope to gain a better understanding of how taxol hinders cancer.

Mr. Wender's interest in taxol began as a broader curiosity about a class of compounds to which taxol belongs, called "eight-membered rings."

"Taxol contains an eight-membered ring, or a ring with eight atoms, as well as other, smaller rings and what the chemists call a 'side chain.'"

Mr. Wender's graduate-student assistant, Tom Mucciari, says eight-membered rings are particularly difficult to synthesize. "In smaller rings the bonds make perfect pentagons and hexagons, but in eight-membered rings, the angles just aren't right, and the ring folds funny and starts to bump into itself."

In 1989, the two Stanford researchers decided to try to achieve "total synthesis" of taxol, making it out of other chemicals rather than starting with a plant extract.

Substance Found in Turpentine

In reviewing the scientific literature, the scientists noticed that pine, which is found in turpentine and costs little more than potting soil, had a molecular structure that might serve as a starting point to make taxol. Mr. Wender's goal, which has not yet been reached, is to make taxol from pine in 25 steps or less, making industrial production possible.

Mr. Mucciari began to attempt the synthesis. The research, he says, was completely unpredictable. "I could spend four or five months to achieve one reaction, or come in on a Saturday morning and get cranked up and leave Sunday night and have accomplished four steps."

The scientists have made three of taxol's several rings—what the researchers consider to be the most difficult part to synthesize. Mr. Wender hopes his laboratory will achieve a total taxol synthesis by the end of the year.

At Florida State University, Robert Holton, a professor of chemistry, has taken a

Continued on Following Page

5-Volume Project Will Document Women's History

Continued From Page A1
want essays and specific monographs," says Carroll Smith-Rosenberg, director of women's studies at the University of Pennsylvania. "However, we desperately need the broad overview."

Seeking a Wide Audience

Besides the organizational obstacles posed by a multi-volume series with contributors from several countries, one challenge involved making sometimes-complicated topics attractive to a wide audience. "When you are obliged to write for a larger public, it is necessary to reflect, to think more deeply and more clearly," Ms. Perrot said in an interview.

A highly regarded historian who has written about the working class and prisons in 19th-century France, Ms. Perrot said the guiding principle throughout the books was the relation between the sexes. The authors were particularly interested in how images of women—images generally formulated by men—in literature, the visual arts, and myth affect thinking about women, said Ms. Perrot, a professor of contemporary history at the University of Paris. "It was for us very important to examine how those representations were built," she said.

The first volume, which covers more than 20 centuries of Greek and Roman history, notes the dearth of information about women in official archives from that period and the near absence of writing by women. (Even the census neglected women; in Rome, only heiresses were counted.) In the minds of the ancients, women's roles were silent ones.

Yet, as Pauline Schmitt Pantel, the editor of the first volume, writes in one of the essays, there was a profusion of images created by men about women and gender. Using a variety of sources such as literary works, vase paintings, gravestones, and floor plans, several essayists trace how the Greeks imagined their goddesses and how church fathers invented the figure of the martyred female saint and the Virgin Mary.

'Cracks and Fissures'

Even with the proliferation of images about women, the authors could not say much about how women in that period actually lived, Ms. Pantel writes, a deficiency



Michella Perrot, one of the editors of *A History of Women*. "When you are obliged to write for a larger public, it is necessary to reflect, to think more deeply and more clearly."

that may exasperate or even outrage certain feminists.

Natalie Zemon Davis, co-editor of the third volume, which covers the 16th, 17th, and 18th centuries, noted in an interview that many of the essays examine the tension between social and economic practices and how women express themselves. Like several of the participants in the series, Ms. Davis says that what is unusual about the books is that they show women's history as a work in progress. "The original

thing about it is that there's not an absolutely pat narrative," says Ms. Davis, a professor of history at Princeton University. "It shows some of the cracks and fissures."

Some of those cracks and fissures were apparent at the meeting in Paris, when Laterza, the publisher that initiated the project, asked the participants to discuss their work. Joan W. Scott recalls that the authors—most of whom were women—were all given corsages at the opening

dinner. "It was a wonderful gesture of civility and welcome, yet it had a dimension of treating women like women," says Ma. Scott, a professor of social science at the Institute for Advanced Study in Princeton, who contributed an essay for the fourth volume on the 19th century. But "everyone rose to the occasion," she says.

Attention to Race and Sexuality

The meetings were an extremely useful way to explore different approaches to writing women's history, differences that often organized around national lines, Ms. Scott says. One issue under discussion was how much the books should rely on empirical approaches and how much on interpretive ones. Another issue was how much weight should be given to race and to sexuality, topics that American scholars tended to be more interested in.

"People had to defend their work," she says. "They argued sometimes at the party level, but mostly it was a serious discussion about whether our approaches meshed."

Because women's studies are institutionalized in this country and a booming market exists for new work, the American scholars were not afraid to offend or overestimate their audience, Ms. Scott says. "In France, Italy, and the U.K., women's studies have nothing of the presence they have in the United States. They are a beleaguered minority."

"We are ending our dependence on the Pacific yew," he says.

Scholarship

NEW SCHOLARLY BOOKS

Compiled by NINA G. AYUB
The following list has been compiled from information provided by publishers. Prices and numbers of pages are sometimes approximate. Some publishers offer discounts to scholars and to people who order in bulk.

ANTHROPOLOGY

Settlement and Empire in Ethiopia: The Shewan Experience, by Alain Fankhauser (Manchester University Press, 1991, \$30.00). A study of the Ethiopian government's re-settlement program in the mid-1990s.

CLASSICAL STUDIES

On Aristotelian Temper of Greek Civilization, by Charles G. Starr (Oxford University Press, 1991, \$19.95). Traces the cultural, political, and social role of the Greek aristocrat, as well as the impact of the aristocratic ideal in post-Renaissance Western history.

ROMANICS

Canada and the Gold Standard: Balance of Payments Adjustment Under Fixed Exchange Rates, 1871-1913, by James J. O. Dick and John E. Floyd (King's College University Press, 1991, \$49.95). Develops a new "multi-faceted" approach for the analysis of the mechanisms of balance-of-payments adjustment under the gold standard.

British Literature in Exile: From the Nineteenth Century to World War I, by David Chapman (Cambridge University Press, 1991, \$69.95). Examines British literature's development of new forms of enterprise to respond to the opportunities of the industrial revolution and British imperial expansion.

DEVELOPMENTAL STUDIES

To Build a New Land: Ethnic Landscapes in North America, edited by Allen H. Hertz (University of Minnesota Press, 1991, \$24.95). Includes original essays on the material and cultural landscapes created by the immigration and migration of European, African, and American Indian groups in Canada and the United States.

SLAV STUDIES

Reading the Text: Intertextuality in New Wave French Cinema, by T. Jefferson Kline (Johns Hopkins University Press, 1991, \$34.95). Describes New Wave film makers' complex relationship to literary traditions they often reject.

AFRICAN STUDIES

Slaves and Africans in the Formation of the Atlantic World, 1400-1600, by John Thornton (Cambridge University Press, 1991, \$49.95). Considers the economic and social roles of African slaves in the New World. Also traces the impact of the Old World on the New World.

Power and the Pacific: The History of American Economic, Political, and Military Role in the Pacific Region Since the Nineteenth Century, by John H. Coatsworth (University of Chicago Press, 1991, \$24.95). Traces the history of American economic, political, and military role in the Pacific region since the nineteenth century.

Wills (HarperCollins, 457 pages, \$30). A history of the Confederate general who lived from 1821 to 1877.

Civil Rights and the Idea of Freedom, by Richard K. King (Oxford University Press, 1991, \$35). Draws on oral and written sources in a study of the political philosophy of the American civil-rights movement.

Outstanding With Honor: Varieties of German Resistance in the Third Reich, edited by David Clay Large (Cambridge University Press, 1991, \$34.95). Examines the beliefs and practices of civil servants in the Third Reich on the range of German resistance to Nazism.

David Ben-Gurion and the American Allegiance for a Jewish State, by Allen G. Hertz (Indiana University Press, 1991, \$29.95). Describes the Polish-born Israeli leader's political shift away from Britain and toward the United States and American Jewish efforts to establish a Jewish state.

Diffused Orchestras: Jazz in the Culture of Nazi Germany, by Michael H. Kater (Oxford University Press, 1991, \$24.95). Describes jazz music as an oppressed art form and symbol of political disobedience in Nazi Germany.

A History of the Jews in America, by Howard M. Sachar (Alfred A. Knopf, 1,051 pages, \$40). Traces the history of the American Jewish community from the first Sephardic settlements in the mid-17th century.

Medievalism in Italy Since the Fifteenth Century, by Michael P. Carroll (Johns Hopkins University Press, 1991, \$34.95). Examines the beliefs and practices of civil servants in the Third Reich on the range of German resistance to Nazism.

Mill and Minot: The GFA in the Twentieth Century, by H. Lee Scamman (University of Nebraska Press, 1991, \$37.50). Focuses on the Colorado Fuel and Iron Company's history during 1900-1945 when it was controlled by John D. Rockefeller, Jr., and John D. Rockefeller, Jr.

North American Before New Nationalist Essays, edited by Rhonda Jeffery-Jones and Andrew Lowie (University Press of Kansas, 1991, \$40). Includes original essays on the history of espionage in Canada and the United States since 1900.

On Precarious Melancholy: African Labor in South Africa's Gold Industry, 1870-1900, by Willem G. J. van der Merwe (University Press, 1991, \$35). Discusses changes in management-labor relations and the role of trade unions.

The Reevaluation of Early Modern England: From Religious Culture to Religious Faith, by C. John Sommerville (Oxford University Press, 1991, \$39.95). Explores cultural developments from 1500 to 1700 that set the stage for the rise of secularism.

Timothy and Timothy: A History of the Mexican People, by Raul Eduardo Ruiz (W. W. Norton & Company, 1991, \$29.95). Traces Mexico's history from the time of the Aztecs, Mayas, and other pre-Columbian civilizations.

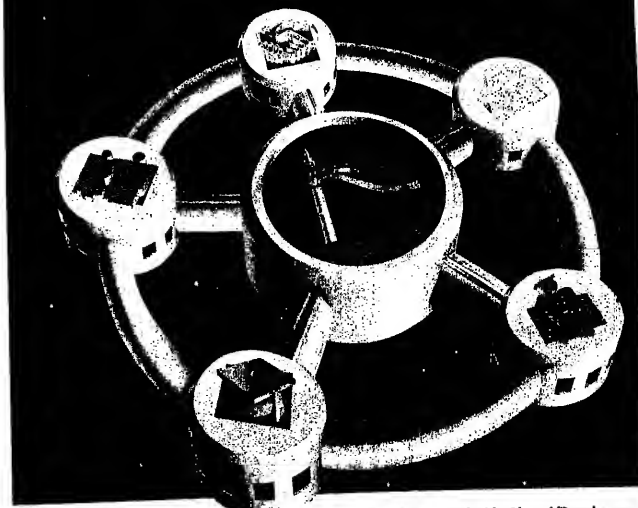
William Cobbett and Rural Popular Culture, by Ian Dyer (Cambridge University Press, 1991, \$29.95). Examines the writing and politics of the English essayist and journalist Cobbett (1763-1835), who championed the rights of rural laborers.

The Writing of Official History Under the Tang, by Denis Twitchett (Cambridge University Press, 1991, \$49.95). Describes the establishment in T'ang Dynasty China of a government organization designed to collect, process, and edit material for inclusion in official histories.

HISTORY OF SCHOLARSHIP
Cardinal Cheloni: Presidential Science Adviser From the Atomic Bomb to SDI, by Greg Herken (Oxford University Press, 1991, \$24.95). Focuses on the scientific community's involvement in the arms race from the Manhattan Project to the Strategic Defense Initiative.

Gold Fusion: The Scientific Basis of the
Continued on Following Page

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Scarce Drug Is at Forefront of the Fight Against Cancer

Continued From Preceding Page
different approach from the Stanford laboratory. "About three years ago, Mr. Holton says, he assumed that enough of taxol's molecular core would be available from yew needles, a renewable source, to use the core as a starting point for taxol synthesis. Mr. Holton and his colleagues had to attach a "side chain" to the core to make taxol. Unfortunately, the process was akin to putting a ship in a bottle.

A Small Atomic Doorway

The place where the side chain is supposed to attach sits under a dome of atoms, and the completed side chain cannot fit through a small atomic doorway to get at the attachment site.

The Florida State scientists ultimately made an analogue of the side chain that

opened up, like an umbrella, once it was through the doorway and under the dome. "Chemists don't like to be constrained in little-bitty rings," Mr. Holton says. "There's a lot of pent-up energy there."

Using Mr. Holton's process, the Bristol-Myers Squibb Company hopes to be producing commercial quantities of taxol by early next year.

Kansas State's Mr. Mitscher has long been interested in finding medicines in plants. "Nature has a marvelous imagination when it comes to constructing molecules," he says, "much more so than a lot of chemists do."

When the cancer institute issued the call for ways to make taxol, Mr. Mitscher says he was glad to respond.

A colleague of Mr. Mitscher flew to India last year to test the leaves of a yew tree that grows in the Himalayas. Scientists

who had previously studied the tree described it as a poor producer of taxol, but Mr. Mitscher believes the leaves may have been old and dried when they were tested.

FDA Approval Expected

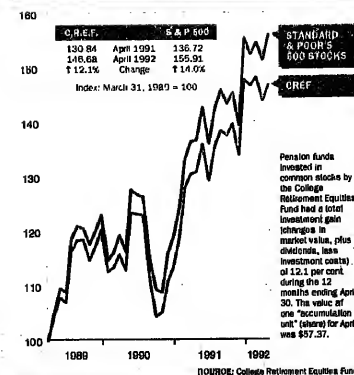
The sample of Himalayan leaves that Mr. Mitscher and his colleagues examined turned out to have 10 times as much taxol as the needles of the Pacific yew.

Stanford's Mr. Wender and other scientists predict the Food and Drug Administration will probably approve taxol for general use, outside of clinical trials, next year. Mr. Mitscher is confident that the mixed bag of scientific approaches to making taxol will yield enough of the chemical to meet future demand.

"We are ending our dependence on the Pacific yew," he says.

Trends and Indicators

Pension Money in the Stock Market

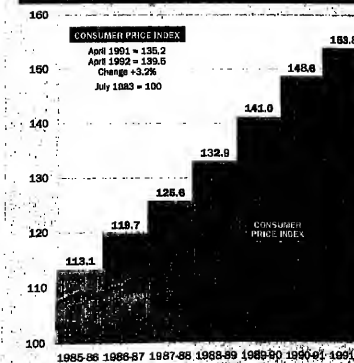


Spending on Major Fringe Benefits for Full-Time Faculty Members, 1991-92

	All Institutions	Public	Private independent	Private church-related
Rothsberg				
Proportion with benefit	97.2%	99.2%	92.0%	93.3%
Average spending per faculty member	\$4,423	\$4,585	\$4,560	\$3,088
Madison Insurance				
Proportion with benefit	97.1%	98.8%	93.7%	92.7%
Average spending per faculty member	\$2,813	\$2,901	\$2,830	\$2,249
Dental Insurance				
Proportion with benefit	33.9%	35.6%	33.4%	25.2%
Average spending per faculty member	\$334	\$357	\$288	\$241
Group Life Insurance				
Proportion with benefit	82.9%	77.6%	91.9%	100.0%
Average spending per faculty member	\$181	\$176	\$219	\$151
Tuition for children				
Proportion with benefit	10.5%	8.2%	16.7%	14.5%
Average spending per faculty member	\$3,301	\$1,179	\$5,864	\$5,642

Note: Data are based on reports from 2,072 institutions. SOURCE: American Association of University Professors

Faculty Pay and the Cost of Living



A Battle Over Academic Freedom Grows More Bitter at Lees College

Continued From Preceding Page

report, which he did not release, said the institution had not violated academic freedom. "But we knew that all along," he said.

Mr. Bradshaw explained the turmoil by saying: "People have the impression they're going to really like this type of atmosphere. Then they get here and find their personality doesn't meet the special needs of a small church-related college with a mission."

Heavy Turnover in 4 Years

Lees appears to have had trouble attracting professors who meet these needs. Professors said at least 130 faculty and staff members had come and gone since Mr. Bradshaw took over in 1988. Administrators disputed that figure, but would not provide their own.

Some professors said Mr. Bradshaw had initially enjoyed widespread support from the college's two dozen professors and nearly 40 staff members. But changes he made in the college's tenure and personnel policies and in the faculty handbook quickly eroded that support, the professors said.

The faculty has twice voted no confidence in Mr. Bradshaw since 1991. Many professors said the

president and his wife, Betty June, who held an unpaid job of acting dean of students, ran the campus as a fiefdom.

Professors have criticized Mr. Bradshaw for abolishing tenure. A few retain the status of tenure, but not its benefits. They complain that contrary to widely followed guidelines set forth by the AAUP, all professors work under one-year contracts, so tenure is meaningless.

Mr. Bradshaw retains the support of the 22-member Board of Trustees, which in December offered him a 10-year contract and last year increased his compensation to \$82,437 from \$58,000, according to professors who reviewed the college's tax forms.

Feminist Literary Critic Quits Columbia

Continued From Preceding Page

the vote—even split—on Ms. Winnett's case to an administrator, but the vote was allowed to stand.

Mr. Kastan said the decision on Ms. Winnett was not a matter of hostility to feminist scholarship. "Anytime somebody comes up for tenure at a major research university without a book in print, you're very vulnerable," he said.

Other tenured women in the department agreed that Columbia, in general, has a mediocre record of supporting female professors and feminist work, in part because it is an Ivy League school that first admitted female students in 1984. But they were more optimistic about the English department's recent efforts.

"We're coming out of a very bad situation, when for a long time we had very few women," said Ann Douglas, a professor in the department since 1974.

"Over that time," she added, "Carolyn has [felt] beleaguered, rightly, but she's closed herself off

Personal & Professional

Professors also are disturbed by the accrediting team's draft report, which the president told professors referred to "dissident faculty" who had a concept of academic freedom "enlarged well beyond its meaning" in the accrediting standards. Lees officials issued a press release under the heading, "Lees College Receives Stamp of Approval from Accreditation Agency."

James T. Rogers, executive director of the Northern Association of Colleges and Schools, called the college's action "highly irregular," and said it might have violated the spirit of the association's disclosure policy. He said he planned to look into the president's use of the visiting team's report to gain positive publicity.

Mr. Bradshaw said he had complied with all accrediting standards.

from the progress made in the department."

Ms. Heilbrun's graduate students may have been caught in the crossfire. Only one of the master's degree students she supported was admitted into the doctoral program for next year, and a large number of students in her graduate seminar on gender and modernism also didn't get in. Several said they would appeal, arguing that Ms. Heilbrun's evaluations had been given short shrift in the admission process.

Especially Competitive

David Damrosch, who headed the graduate-admissions committee, said the pool was especially competitive this year and that many students exploring feminist theories had been admitted. He said the recommendations of scholars who wrote lengthy evaluations of their students' work weighed as heavily as those who wrote short reviews, as he said Ms. Heilbrun had done in some cases.

Information Technology



Joel M. Smith, Allegheny's director of educational computing services: "One of the thrusts here is to involve many non-programmers in the process of creating instructional applications."

College Enables Professors to Write Computer Programs With Ease

At Allegheny, faculty members with little training quickly create sophisticated applications

By DAVID L. WILSON

MEADVILLE, PA.

In the past year, faculty and staff members at Allegheny College have written more than 100 sophisticated computer programs that are being used in classes. The programs were developed by about 25 people, most of them faculty members not highly skilled in the arcane art of programming.

Richard Scheines, a research scientist in the philosophy department at Carnegie Mellon University, says Allegheny's productivity is staggering. Mr. Scheines, who was paid by the college to evaluate its computer operation, says writing computer programs is an arduous work, done by highly skilled specialists, that can take months or years. "It took me about three years to finish an application to use in logic classes," he says.

What makes Allegheny's feat even more impressive, says Mr. Scheines, is that the institution is a small liberal-arts college. It does not have the technical resources of a large university with a substantial cadre of science and engineering specialists.

An Unusual Type of Computer

Despite that, Allegheny faculty members have been able to write high-quality programs quickly and install them on the campus computer system. In some English courses, for example, students have become accustomed to going to computer laboratories and working on homework assignments that developed from

classroom discussions just a few days before.

Allegheny has accelerated the development of computer applications and allowed people who aren't software experts to get involved by using an unusual type of computer. Manufactured by Next Computer Inc., the machines come with a special programming language that allows sophisticated programs to be created quickly.

Allegheny has 108 Next computers in five laboratories across its campus. Sixty more machines are in faculty and staff of

tion—or less expensive clones—or manufactured by Apple Computer Inc.

That, says Joel M. Smith, assistant professor of philosophy and director of educational computing services at Allegheny, is because those two different types of "platforms," as they are called, have the largest variety of software already written for users. Comparatively little software is available for the Next, he says.

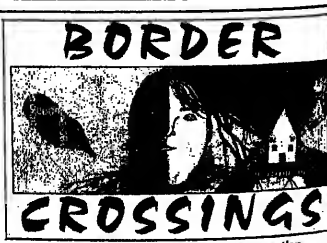
"It's No Surprise"

As a result, he says, campus administrators and technical experts choose platforms for the educational software that already exists. The problem is that while most professors will gladly use a broad application for such tasks as word processing, few instructors like using instructional software written by someone else for their own courses. That is because the program rarely meshes with their teaching styles.

"We don't even like to use somebody else's textbook," Mr. Smith says, "so it's no surprise that professors would rather write their own applications than buy what's on the shelf."

But most professors don't have the technical expertise needed to write a program, so they must work with computer programmers. That approach, says Mr. Scheines, has big problems, as well. "Programmers don't know anything about pedagogy, and professors don't know anything about computers," he says. "It's always been the dream of educational

Continued on Following Page



Henry Giroux

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Ways & Means

Wisconsin's Gov. Tommy Thompson, a Republican, has signed into law the state's 1992-93 budget act, including a provision that allows applicants for jobs at the University of Wisconsin to choose whether their names will be made public.

After several media organizations challenged the university's practice of not releasing the names of candidates for athletics-department jobs, the university agreed last year, in an out-of-court settlement, to make the names of job applicants public for a one-year period. Under the agreement, a change to state law could take precedence over the settlement.

The Governor agreed with university officials that disclosure of applicants' names could discourage prospective candidates from applying because it might jeopardize their current jobs.

Said Judith Ward, acting vice-president of university relations: "Opening the process puts us at a competitive disadvantage with other universities and private employers who do not disclose names." Dave A. Zweifel, president of the state's Freedom of Information Council and editor of *The Capital Times*, said he was disappointed by the new law. Under the old system, he said, "the public gains the knowledge of who the individual is, and they gain the opportunity to make their feelings known about the candidate."

He added that open searches "take the process out of the realm of the 'old-boy network' that has existed for too long."

"The Star Spangled Banner" and the Pledge of Allegiance should be as much a part of the graduation ritual as "Pomp and Circumstances," says the New York State Senate.

The Senate passed a bill this month to require the recitation of the pledge and the playing of the national anthem at all graduation ceremonies at colleges in the State University of New York System.

Sponsors of the measure, which was first introduced several years ago but never voted upon, said the bill had been prompted by complaints from some families of survey graduates.

"It's been our experience that some parents come away feeling kind of empty when there's no display of patriotism," said an aide to State Sen. Owen H. Johnson, a sponsor of the bill.

The aide said the bill did not cover the City University of New York because legislators had not received any complaints about ceremonies there.

A spokesman for survey said he believed most campuses already play the national anthem at graduations. He also said each campus determines the format of its own graduation, and that it was unlikely the Senate bill would change that, since the bill is unlikely to come up for a vote in the State Assembly.

Government & Politics



Frank J. Sornoff, a political-science professor at the U. of Minnesota. "Does the vote follow the money or does the money follow the vote?"



Thomas A. Butts, a lobbyist for the U. of Michigan. Contributions from professors and administrators cannot compete with banks' funds.

Banks and Trade Schools Increase Their Campaign Gifts as Congress Reauthorizes the Higher-Education Act

By THOMAS J. DELOUGHRY

Trade-school officials and banking interests increased their campaign contributions to members of Congress as the lawmakers were debating—and rejecting—proposals that could be detrimental to both industries.

The Chronicle reviewed the Federal Election Commission records of political-action committees controlled by the eight largest student-loan lenders and three banking associations. The review found that the PACs together contributed \$1.55-million in 1991 and the first three months of 1992, the period in which Congress was debating proposals to reauthorize the Higher Education Act. The 15-month total almost equals the 24-month total during the last reauthorization in 1985-86, when the PACs contributed \$1.89-million.

The stepped-up donations came as Congress debated proposals to replace federally insured bank loans to students with direct federal loans.

Tighter Restrictions Considered

Trade-school PACs continued to contribute generously to lawmakers, spending more than \$342,000 from January 1985 to March of this year. They donated \$69,800 from January 1991 to March 1992, which is more than the \$38,350 they contributed in more than the 1985-86. The contributions on aid to the schools and as the number of schools declined because of a crackdown on student-loan defaults.

In addition to the PAC records, The Chronicle reviewed personal contributions to the 14 members of the Senate Subcommittee on Education, Arts, and the Humanities and the five top Democratic and five top Republican members on the Postsecondary Education. In all but a few cases, giving by

college officials lagged well behind contributions from trade-school officials and from bankers.

For example in the 15-month period:

• Trade-school officials donated \$10,350 to Rep. William D. Ford, a Michigan Democrat who is running for a 15th term. Mr. Ford heads the House Subcommittee on Postsecondary Education and the full Education and Labor Committee. College officials and lobbyists contributed \$6,450 to Mr. Ford, whose campaign received a total of \$251,005 from all sources.

• Bankers contributed \$34,781 to Sen. Dan Coats, an Indiana Republican, seeking election to his first full term after replacing Dan Quayle in 1989. College officials donated \$2,482 to the campaign,

which received a total of \$1.8-million from all sources. Many of the bankers were employed by Indiana National Bank, which ranks 10th among makers of federally guaranteed student loans. Many of those affiliated with colleges were medical doctors.

Among the largest contributors with an interest in higher-education policy were employees of Williams & Jensen, a Washington law firm, who contributed \$9,750 to members of the House and Senate subcommittees. The firm represents the Student Loan Marketing Association, the largest buyer of student loans, and the Bank of America, the third-largest maker of student loans.

The Chronicle's review probably underestimates the total amount of contributions.

Continued on Following Page

Overlap Group Documents Indicate Colleges Questioned the Effectiveness of Aid Awards

By SCOTT JASCHKE

Documents released by the Justice Department indicate that members of the Overlap Group, which in the last three years have collectively spent millions of dollars in legal fees defending their activities, harbored doubts about whether the aid packages offered to students admitted to more than one of their institutions.

According to the documents, financial-aid officials at some institutions believed that the Overlap process resulted in students receiving aid awards that were too small. Some aid officials at Overlap colleges and universities linked the small size of Overlap awards to the difficulty that minority students face in enrolling in the Ivy League.

Other documents indicate that Overlap participation may have hurt the colleges themselves—by placing the institutions in the position of frequently offering less-geo-

graphical aid packages than non-Overlap institutions.

Even as the documents raise more questions about the Overlap Group's effectiveness, however, some members continue to seek a way for the group to return to its practice of meeting annually to compare the aid packages offered to students admitted to more than one of their institutions. The goal of these meetings, which were attended by officials of the 23 elite private colleges that make up the group, was to arrive at a common determination of student financial need.

Members of the group have been under investigation by the Justice Department for three years. Antitrust charges against one member, the Massachusetts Institute of Technology, will be heard in Federal District Court in Philadelphia next month. The eight Ivy League institutions, which

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Banks and Trade Schools Increase Giving to Congressional Campaigns

Continued From Preceding Page
estimates the contributions from individuals became many donors did not list their occupations or employers as is required. Under federal law, individuals are allowed to donate \$1,000 for each election and PACs are limited to \$5,000. Primaries are considered separate elections.

Lawmakers generally deny that campaign contributors have any in-

"It comes as no surprise that people who are opposed to direct loans have been following all legitimate options available to them."

fluence over the way they view policy matters. Thomas K. Wolaniuk, an aide who has worked with Representative Ford on the higher-education bill, said campaign contributors get no special favors. "It's not something that registers on the radar screen," he said.

Advocates for tighter restrictions on student aid at for-profit trade schools contend that donations from school owners and PACs have kept lawmakers from developing tougher rules to curb abuses in that sector of higher education.

The review of election records found that the Career College Association's PAC contributed \$42,950 to candidates in the 15-month period and that the Association of Independent Colleges and

Schools donated \$25,050 in 1991 before it merged with the career-college group. The National Association of Accredited Cosmetology Schools made one \$300 contribution, and DeVry Inc., a chain of for-profit colleges, contributed \$1,500 in the 15-month period.

Early in the reauthorization process, discussion of establishing separate aid programs for trade-school students was squelched by Mr. Ford and Sen. Claiborne Pell, the Rhode Island Democrat who heads the Senate Subcommittee on Education, Arts, and the Humanities. Both argued that it would be elitist to apply one set of rules to colleges and another to trade schools.

The election records showed that in addition to the \$103,370 from trade-school owners, Mr. Ford received \$8,350 from trade-school PACs in 1991-92. Mr. Pell raised very little money in the past year, but his 1989-90 re-election campaign took in \$13,455 from trade-school officials and \$22,000 from their PACs.

A 'Fundamental Difference'

Some college officials who believe that the government should have different aid programs for trade-school students say the political contributions are further proof that the schools' approach differs from that of colleges. The officials charge that profit-minded school owners make contributions to preserve their prime source of revenue, while university officials are generally non-political and invest

their institutions' funds in aid for students.

"It's just another fundamental difference," said Robert G. Bolton, president of DePaul University. "It is a very effective lobbying organization with lots of money behind it."

Sharon Thomas-Parrott, vice-president for governmental relations at DeVry Institutes, rejects such charges and plays down the importance of the company's political-action committee. DeVry does not buy access to lawmakers, she said, but rewards those who support higher education and for-profit education, in particular.

"Our record in graduating students and providing access to underrepresented students has been

much more the reason why we've been listened to," Ms. Thomas-Parrott said.

Some student-aid analysts and college officials who have received guaranteed loans with direct loans made by the government through a college or trade school blame the banking lobby for helping to scuttle such proposals. Many college officials also oppose the plans because they fear the arrangements would increase their administrative burdens.

The Senate declined to include a direct-loan plan in its reauthorization bill. The House of Representatives included only a pilot project in its bill. The fate of the proposal will be decided in a conference of delegates from both chambers.

Thomas A. Butts, a lobbyist for the University of Michigan who pushed hard for direct loans, said he was not surprised by the amount of money that banking interests had contributed. "It comes as no surprise that people who are opposed to direct loans have been following all legitimate options available to them," he said.

No Guarantees

Mr. Butts said meager contributions from college professors, administrators, and lobbyists could not compete with the banking funds. "Unlike some other committees, where you have various interests offsetting one another, in this bill, the House and Education and Labor only has essentially the lending industry," he said. "There's simply no balance there."

Those who have studied political contributions say that banks have given more in recent years for a number of reasons. "Student loans are a pretty small part of their agenda," said Larry T. Makinson, director of research for the Center for Responsive Politics, a non-partisan group that studies the role of money in politics. "The biggest thing on their plate is bank deregulation."

But he said that having so much money floating around Capitol Hill helps the banks when they are fighting proposals like direct student loans. "That stuff comes in handy," he said.

Others argue, though, that political contributions do not guarantee

that votes will favor the contributor. Frank J. Sornoff, a political-science professor on the Twin Cities campus of the University of Minnesota, said banks had lost several battles in Congress despite their contributions.

Mr. Sornoff, author of *Inside Campaign Finance* (Yale University Press, 1992), also said it was often impossible to determine whether contributions such as bankers' trade-school officials were buying votes or rewarding lawmakers who already agree with them on issues. "Does the vote follow the money or does the money follow the vote?" he asked.

Support for Pell in 1989-90

The PAC controlled by Chase Manhattan—the second largest maker of student loans—contributed \$118,563 to lawmakers in 1991 and the first quarter of 1992. It donated \$77,785 in 1985-86. The Career Bankers Association, a trade group active on student-loan issues, and the Bank of America have also surpassed 1985-86 levels.

The nation's largest banking PAC—administered by the American Bankers Association—donated \$686,000 to 268 campaigns in the 15 months that ended in March. In 1985-86, it gave \$929,000 to 372 candidates.

More important, the association already has given more to members of the House postsecondary-education subcommittee than it did in 1985-86. Sixteen members of the 27-member panel received a total of \$29,050 from the group this year compared with \$16,630 for 13 members of the 23-member subcommittee in 1985-86.

Chris Rieck, an association spokesman, said it was not attempting to influence students' spending in the 23-member subcommittee. "There's really no way to policy," he said. "The connection between our PAC contributions and that subcommittee," he said. He said the group had contributed to candidates who had supported bankers' views in the past.

Among members of the Senate education subcommittee, those receiving the most money were the three running for re-election this year: Senator Coats; Sen. Christopher J. Dodd, Democrat of Connecticut; and Sen. Barbara A. Mikulski.

Government & Politics

Contributions by Trade-School PACs: January 1991–March 1992

Presidential Candidate		
Tom Harkin, D-Iowa	\$500	
Senate		
Brook Adams, D-Washington	\$4,000	
Alan J. Dixon, D-Illinois	250	
Christopher J. Dodd, D-Connecticut	1,000	
Tom Harkin, D-Iowa	1,000	
Ernest F. Hollings, D-South Carolina	1,000	
John F. Seymour, R-California	1,000	
Paul Simon, D-Illinois	100	
Arten Specia, R-Pennsylvania	2,500	
Harris L. Wofford, D-Pennsylvania	1,000	
House		
Michael A. Andrews, D-Texas	\$600	
Richard K. Armey, R-Texas	1,000	
William Lacy Clay, D-Missouri	600	
E. Thomas Coleman, R-Missouri	7,050	
Randy Dukes, R-California	725	
Barbara J. Dwyer, D-New Jersey	250	
Mickey Edwards, R-Oklahoma	500	
Harris W. Fawell, R-Illinois	500	
William D. Ford, D-Michigan	8,350	
Joseph M. Gaydos, D-Pennsylvania	500	
Richard A. Gephardt, D-Missouri	5,500	
Steven C. Dunderson, R-Wisconsin	2,300	
Charles A. Hayes, D-Illinois	200	
Stany H. Hoyer, D-Maryland	\$1,000	
Dale E. Kildee, D-Michigan	2,750	
Scott L. Klug, D-Wisconsin	300	
Joseph M. McCade, R-Pennsylvania	1,000	
Georgia Miller, D-California	500	
Susan K. Molinari, R-New York	1,000	
David R. Obay, D-Wisconsin	1,000	
Major R. Owens, D-New York	625	
Ed Pastor, D-Arizona	500	
Christopher C. Perkins, D-Kentucky	2,000	
Thomas E. Petri, R-Wisconsin	800	
Carl O. Purcell, R-Michigan	1,500	
John P. Reed, D-Rhode Island	1,350	
John Jacob Rhodes, III, R-Arizona	5,000	
Gloria Gonzales Romner*	500	
Timothy J. Roemer, D-Louisiana	500	
Marge Roukema, R-New Jersey	1,000	
Thomas C. Sawyer, D-Ohio	1,000	
Patricia Schroeder, D-Colorado	500	
Joan E. Serrano, D-New York	500	
Louise Stokoe, D-Ohio	1,000	
Jolene Unseald, D-Washington	1,000	
Peter J. Vucitich, D-Indiana	500	
Vincent J. Weber, R-Minnesota	500	
Pat Williams, D-Montana	1,500	
Total	\$68,880	
* Colorado Republican candidate		

Source: Chronicle's database



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THE CHRONICLE OF HIGHER EDUCATION

Section 2

May 20, 1992



THOMAS BERN FOR THE CHRONICLE

The Growing Hucksterism of College Admissions

By Richard Chait
OVER THE PAST 20 YEARS, college admissions have shifted from essentially a selection function to a marketing function. For those who believe that the battle for student bodies has become as commercialized and as intense as it can get, remember the words of P. T. Barnum's circus Barker: "Mister, you ain't seen nothin' yet." In the next several years, I predict that market conditions will radically alter the landscape and ground rules of college admissions.

First, however, let's take a snapshot of present conditions. The competitive spiral has spawned four-color brochures, videotapes, telethons, billboards, and bumper stickers, all now routine recruitment tactics at numerous institutions, both private and public. Admissions officers, presum-

ably of necessity, spare no expense. One Midwestern liberal-arts college last year spent almost \$700 just on informational materials for each student who enrolled. Another liberal-arts college recently paid approximately \$100,000 for full-page advertisements in regional editions of *Time* and *Sports Illustrated*. And, in 1989, an undergraduate college in the East made an average of 56 contacts per new enrolled student, from the time of the student's initial inquiry to the moment of admission. This cost nearly \$2,800 per student, exclusive of financial aid.

If college recruitment now resembles the marketing tactics of department stores, the world of student financial aid on many

campuses appears to be almost indistinguishable from the automotive showroom. Few customers pay the sticker price for college anymore, and institutions offer a dizzying array of discounts, rebates, low- and no-interest loans, and even tuition markdowns for siblings and twins. According to the Council for Advancement and Support of Education, liberal-arts colleges in 1987-88 spent, on average, \$3,426 per student of their own money in providing financial aid to 61 per cent of the people they enroll.

The total amount of financial aid that institutions provide annually from their own coffers has increased 98 per cent since 1970-71. Private colleges in 1990-91 supplied their undergraduates with nearly \$3-billion in student aid. Even more astonishing

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OPINION

The Growth of Hucksterism in College Admissions

Continued From Preceding Page

ing, the total dollars going into merit scholarships—that is, aid not based on need—have increased 1,438 per cent over the past 20 years at private colleges. In other words, some colleges are purchasing academically gifted students, and many others are enticing ordinary applicants with steep discounts.

FINANCIAL INCENTIVES will not be easily discontinued now that students and parents have become accustomed to them. It is not easy to wean consumers from discounts; just recall all Detroit's unsuccessful effort to abandon rebates. It is not clear where, when, how, or if these trends will decelerate, let alone reverse themselves, even though colleges would welcome that, since it would lower their costs and diminish the growing hucksterism around student recruitment. Between now and 1996 the number of 18- to 24-year-olds will drop by about 9 per cent. This portends still more rapacious competition and still more aggressive recruitment tactics, especially, although not exclusively, among the 1,532 private four-year colleges, which enroll slightly more than 20 per cent of all undergraduates. That's a lot of colleges chasing relatively few students. And even if the Department of Education's latest projection of a 13-per-cent enrollment increase between now and 2002 proves correct, the number of high-school graduates will not surpass 1988 levels until 1997. Thus the marketing mania is likely to get worse before it gets better.

Three different scenarios illustrate the logical (or illogical) extension of current trends. These scenarios will strike some as improbable and far-fetched. However, I ask the skeptics: How many among us would have predicted 10 years ago that by 1992 many universities would be bypassing traditional peer-review procedures to obtain federal "pork barrel" grants for research facilities—to the tune of nearly \$685-million? I cite this example only to illustrate that "sacred" academic principles are sometimes sacrificed on the altar of economic pragmatism.

Scenario No. 1 evokes tour consolidators, the entrepreneurs who purchase blocks of airline tickets at wholesale prices and resell them at steep discounts to travelers with flexible schedules and a desire for low-cost air transportation. The system benefits the airlines, whose seats would otherwise go unsold, the consolidators who reap a service fee, and the passengers who fly at fares well below retail. In a similar fashion in the future, "admissions" consolidators might purchase a block of open seats at an underenrolled college for resale to students in search of a low-cost higher education. Unthinkable? Several small companies already provide a similar service by recruiting foreign nationals as undergraduates for American colleges with empty seats.

SINCE PRESTIGIOUS, selective colleges have no vacant spots to sell, let's consider a variant. What if a resourceful lawyer or talent agency offered to negotiate, on behalf of students already admitted to a particular college, a special tuition rate or some other set of privileges and opportunities? By running advertisements promising "huge savings" in student newspapers or local newspapers, a broker might easily attract a clientele.

At this point, it's fair to ask, Why would any selective college capitulate to what

many surely would regard as highway robbery?

Well, let's up the ante. Assume that these students, represented by agent, shared one important characteristic—that, for example all were Merit Scholars or African Americans or valedictorians or athletes. Even so, it's still safe to assume that nearly every college would refuse to negotiate.

But what if just one did? Let's say a



"How about a sale . . . for some under-enrolled departments? Buy one course in anthropology, get another one free."

college just outside the top tier. And what if just one more followed suit? Could others, which were just as eager to recruit these very students, afford to remain on the sidelines? This is a problem that airlines, supermarkets, electronics stores, and other vendors face all the time. Should they match the competition? Should they guarantee that they will "meet or beat" the lowest advertised price?

Is this scenario preposterous? Well, a few colleges and universities already negotiate financial-aid packages with students based not on their family's needs but on the offers they have already received from other institutions. I know of one well-regarded liberal-arts college, for example, that lost six students who already had paid deposits for last fall. They went elsewhere after two other institutions that also had accepted these students contacted them in mid-summer to present enhanced financial-aid packages, a practice once considered taboo. The new packages exceeded their own initial offers and those of the institutions where the students originally planned to enroll. If some colleges are prepared to negotiate individually with admitted students, based on competitive offers rather than established need, might not some be prepared to negotiate collectively with an agent on behalf of a group of students?

Scenario No. 2 evokes the automobile industry, which now claims to be paying much more attention to quality. Among the most intently watched barometers of quality in the automotive sector are the customer-satisfaction surveys conducted by J. D. Power Associates. Using fees paid by the

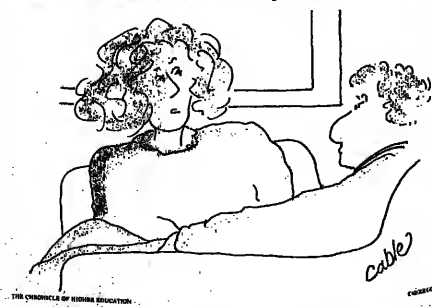
manufacturers, J. D. Power polls new car owners, provides each company with the results for its product lines, and releases a list of the top 10 models in various categories of customer satisfaction. The manufacturers frequently quote the surveys' results in their promotional campaigns, so they must believe that the data have a persuasive effect on potential buyers.

HIGHER EDUCATION is a big-ticket item like automobiles. The outlay for one year at a pre-eminent private college rivals the cost of some luxury cars, and, because of the rapid rate of tuition increases at public institutions, the annual costs at a state university now approach the price of an economy model. Small wonder, then, that a cottage industry of producing quality surveys of colleges has blossomed, including those published by *U.S. News & World Report*, *Business Week*, and *Money* magazine. There is one key difference, however: None of these surveys measures customer satisfaction. (Although the *U.S. News* survey has a column so labeled, in fact, the magazine uses graduation rates as a proxy for student satisfaction.)

Just imagine if J. D. Power or some other outfit, like Peterson's or Barron's, decided to gather customer-satisfaction data from graduates of the 50 or 100 most expensive or most popular institutions. What if someone actually tried to determine whether students were satisfied and whether they and their parents thought the benefits were worth the expense?

As the costs of college education escalate and as institutions strive to be client-centered, I wonder whether such a poll can be far behind. If I am right and such a survey appears, what college would not want to be among the top 10? What president and dean of admissions would not pay J. D. Power for the data? I imagine that some institutions at or near the bottom of the list would lavish still more services and amenities on students to try to move up a few notches and thereby present a stronger case to prospective students. Would others not have in follow suit? With little effort, one can imagine customer-service centers, sporting blazers in the school colors, positioned all around the campus ready to remedy problems ranging from soft mattresses to surly burars.

Scenario No. 3 is simple enough: sales. Retailers have sales all the time to move slow merchandise, to generate cash, and to gain market share, among other reasons. Colleges might have sales too and for simi-



"The graduate students thought it multiculturally significant that you added ciantrio to the anion dip."

lar reasons—for example, a "going to meet only" sale on tuition to attract enrollments to offset attrition at the end of the fall term. In a similar vein, some universities already offer weaker applicants admission during the summer when space is plentiful, but not in the fall when introductory courses are overcrowded.

How about a liberal-arts sale to stimulate the market for some under-enrolled departments? Buy one course in anthropology, get another one free. Some institutions already charge higher tuition and fees for certain courses of study, supposedly because of higher costs, although one suspects that the popularity of the program also plays a role in the pricing decision.

Make no mistake: The price war already is under way. Right now, the battles are waged with the weapons of grants, loans, scholarships, and work-study jobs. Why not add sales to the arsenal? No, we will probably never have admissions officers atop ladders at the campus gate, changing the prices on large display boards, as gas station attendants do, but the price of a course, a semester, or a degree may become more and more a function of supply and demand.

EVEN IF THESE and similar scenarios come to pass, the well-situated colleges are likely to outlast the upstarts, weather the discounts of the desperate, and withstand the frills of the fringe. However, as more and more colleges succumb to market pressures to minimize enrollments, they probably will continue to ape and even outdo the commercial sector. As this happens, more students and parents will expect and invent market-like changes such as those I've delineated.

Most academics, I suspect, see such developments as unseemly, but whose interests does their revisionism really serve? As I can tell, academics, like other consumers, rejoice at the onset of a sale when triple mileage for frequent flyers or double coupons at the supermarket. We relish a bargain, we welcome price competition. Why should students and their parents be expected to behave differently when it comes to a college education?

If various new gambits are used to boost the student consumer's cost (or at least slow the rate of increase) and thereby broaden access to a college education, should academics complain? Maybe we should embrace the trend toward market-driven academy rather than yearn for the comforts of a casual cartel.

Richard Choi is professor of higher education at the University of Maryland at College Park.

OPINION



PHOTO BY PAUL HORTON, CONNECTICUT COLLEGE

The Cold War Is Over Between the Generations

By Claire L. Gaudiani

I RECENTLY WITNESSED A SCENE unimaginable 20 years ago. At a parents'-weekend ball at Connecticut College, after "Jumpin' Jack Flash" ended and "Angel of Mercy" began, the whole room responded: 400 parents and students danced the same dances, anticipated words and least. College students and their parents danced enthusiastically to mutual favorite music by the Rolling Stones, Roy Orbison, and the Eagles as well as Hammer and U2. During the breaks, we all talked about sports and the end of the cold war.

As someone who attended Connecticut College in the 1960's and watches students "up close" as a parent and a college president, I believe young adults and their parents never have had so much in common. Maybe the cold war is over between the generations, too. It seems an ideal time for colleges and universities to take advantage of improved relations by negotiating a new post-cold-war existence and inviting parents to participate in campus life much more than they have since the early 1960's. A new relationship among colleges, students, and their parents can benefit all three groups.

Twenty-five years ago my parents and I lived in the famous generation gap, divided by politics, culture, and attitudes about life. The Vietnam War set young people against their parents. We wanted peace, they seemed to want war. They hated our music and we hated theirs; we danced differently,

ate differently, dressed differently. The generations clashed over drugs, sex, and women's liberation, not to mention environmental issues and civil rights.

Now, with some parents going back to college to finish degrees or change careers, we share much more with our children than our parents shared with us. We appreciate our parents' sensible responses to problems on alcohol abuse, drug awareness, date rape, and safe sex. Both parents and children are interested in protecting the environment and agree that women and members of minority groups should have a fair shot at education, jobs, and professions. Nearly 60 per cent of the freshmen at Connecticut College rank parents and family members as the people they most admire (teachers are in second place; friends, third).

This narrowing of the generation gap has broad implications for colleges and universities.

WHEN I left home in 1962, Connecticut College acted in *loco parentis*, literally in place of the parent. Campus rules were strict, just like those at home. I had to be in by a certain hour, could not have boys in my room, had to wear a skirt to dinner. My parents expect-

ed the college to monitor each step of my progress toward independence, just as they had tried to do when I was home.

After I graduated in 1966, the pendulum began to swing the other way. If young people could be sent to Vietnam to die for their country, it was said, they also should be able to vote and buy a beer. In the early 70's, many states lowered the drinking age; 18-year-olds got the right to vote. On college campuses, *in loco parentis* became *sine parentibus*—without parents. Dorm supervisors disappeared, along with their sign-out sheets, and dorms became coed. Gone also were class-attendance records, required course work, and, on some campuses, even grades.

In 1974, the Federal Family Educational Rights and Privacy Act, known as the Buckley Amendment, made it more difficult for colleges (even though the original intent of the law was to keep businesses and other third parties from gaining access to personal information about students). By the end of the 70's, neither parents nor college administrators were able to offer much direction to students, personally or academically, and chaos, under the guise of "freedom," reigned in the lives of many college kids.

The mid-80's brought a natural correction. States gradually raised the drinking age back to 21, since statistics on fatal automobile accidents suggested that pulling a beer-can tab might be more dangerous than pulling the pin in a hand grenade. Drug busts became more frequent. More colleges, including mine, began increasing students' involvement in campus governance and recognizing them as responsible partners in shaping the community's life. At Connecticut College, students began serving on search committees and on the Priorities, Planning and Budget Committee, which oversees our strategic planning. Student coordinators manage volunteer programs for the city of New London. The Alcohol Policy Committee, composed of faculty, students, and staff members, makes policies governing alcohol use on campus (in line with Connecticut's state laws). As the 90's dawned and the offspring of the children of the 60's began arriving at college, the culture of narcissism seemed to be dying out, and student volunteerism increased.

NOW SOME UNIVERSITIES think they can keep the "correction" going by rerunning the 50's. For example, Boston University has reinvented *in loco parentis* by doubling off strict dormitory rules, imposing quiet hours, and regulating when men and women can visit each other's dormitory rooms. Under pressure, many colleges have reimposed a policy of

Continued on Following Page



ITHACA COLLEGE

DIRECTOR OF ANNUAL GIVING
DIRECTOR OF PLANNED GIVING
College Relations and Resource Development

lance College invites applications for two positions in College Relations and its parent organization, the American Giving and Director of Planned Giving. The successful candidates will report to the Executive Director of Development.

These positions are located in the Finger Lakes region of New York State. The program of liberal and professional studies is offered through the College's liberal arts campus in Cortland, New York. The College also has a campus in Elmira, N.Y., and the Roy H. Park School of Communications, Elmira, N.Y. The Planning and Resource Development division encompasses 40 professional and support staff. The College is a member of the American Association of Colleges and Universities. The American Giving is a new, fully-accredited, 501(c)(3) square foot facility on the campus site, newly overlooking Cayuga Lake.

The Director of Annual Giving will plan, direct, and coordinate the activities of the college's development office. He or she will be responsible for the development of new and existing donors, and college relations. The Director will execute programs in development, fund-raising, annual solicitation of unrestricted and restricted funds from alumni, parents, and other friends of the college. He or she will be responsible for the development of the proposed and project development, and supervise the preparation of the college's development plan. Extensive travel is required.

The Director of Planned Giving will promote and solicit planned gifts (will, trust, insurance policies, real estate) for the College and coordinate the planning program in concert with other programs in development, alumni relations, and college relations, in conjunction with other staff members in College Relations and Recruitment Development. The Director will develop strategies for identifying and cultivating planned giving prospects among alumni, parents, and friends. He/she will research background information on planned giving prospects; correspond and visit said prospects, donors, and their advisors; and submit timely reports on those issues.

An advanced degree or certification in law, finance, financial planning, or related field is required as well as a minimum of three years of experience in planned giving development, or a related field. Extensive travel is required.

For both positions, strong interpersonal and communication skills and a well understood and appreciator of higher education are desirable.

Please send letter of interest (specify position of preference), résumé, and list of three references to Jonathan K. Flint, Executive Director of Development, Ithaca College, Ithaca, NY 14850. Preference given to applications received by June 5, 1992.

Ithaca College is an Affirmative Action, Equal Opportunity Employer.


**UNIVERSITY.
COMPLIANCE**

COORDINATOR

The University of Virginia seeks applications and nominations for the position of University Compliance Coordinator. Reporting to the Senior Vice President and Chief Financial Officer and to the Director of Athletics, the

The University Compliance Coordinator is responsible for the compliance within the Athletic Department and the University to NCAA and ACC regulations and legislation.

The University Compliance Coordinator reviews existing University Athletic Department practices, policies, and procedures to determine compliance with NCAA and ACC legislation. The Compliance Coordinator monitors developments and trends in the athletic field and coordinates the

University develops, implements, and maintains an excellent program for the Athletic Department Administration. He/she serves as the University's primary contact with the NCAA and ACC offices and obtains necessary interpretations of legislation, maintains records of interpretations, and brings relevant information to the attention of the appropriate personnel.

Compliance Coordinator Search Committee
University of Virginia
P. O. Box 9007
Charlottesville, Virginia 22906

The University of Virginia is an Equal Opportunity,
Affirmative Action Employer.

Compliance Coordinator Search Committee
University of Virginia
P. O. Box 9007
Charlottesville, Virginia 22906

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pyrene development are required. Knowledge of a experimental and computational model of the interaction between turbulence, turbulent boundary layer control, retransmission, cylinder wake flow, combustion, dual-streamline, stoichiometric catalyst converters are required. Published publications in the above related research fields are recommended. Earned Ph.D. degree and two years of postdoctoral research experience required. Salary is \$33,000/year for a 40-hour week. Send resume and copy of advertisement to: Dr. J. H. W. Lee, Director, Human Resources Development, 1100 North Central Expressway, Room 211, Baltimore, Maryland 12101.

Two tenure-track positions, effective September 1, 1992, for specialists in the field of American literature. Required: doctorate in English, teaching experience and academic training appropriate to position. Desirable: specialization in American literature, history, theory and/or critical theory. Minority applications encouraged. Send application letter, curriculum vitae, teaching transcripts, at least three current letters of recommendation to: Dr. Deo David M. Taylor, Livingston University, Station 23, Livingston, Mississippi 38470. No consideration will be given to inquiries received after September 1, 1992. Equal Opportunity Employer.

Middle Mountain Express Community College invites applications for a full-time position as faculty member in English effective immediately. The successful candidate will teach composition courses at the college level. Salary from \$27,694. Minimum of a master's degree in education or related field required. Send resume and references to: Middle Mountain Express Community College, Attention: Faculty Search Committee, P.O. Box 8000, Salisbury, MD 21804.

HEALTH SCIENCES INFORMATION SERVICES LIBRARIAN The J. Ott
Lanes Health Sciences Library, University of Missouri-Columbia, is
seeking qualified applicants for the position of Information Services
Librarian. Duties include providing general reference and

THE UNIVERSITY: The University of Missouri (MU) was established in Columbia, MO in 1838. It is one of the five most comprehensive universities in the country, with nearly 250 degree programs. The J. O. Little Health Sciences Library, built in 1985, has a staff of 9 librarians and 13 paraprofessionals. It serves as the resource library for western Missouri under the NN/LM program, and houses a collection

Send letter of application, names and addresses of three referees and resume to Ms. Pat Burbridge, Personnel Coordinator, 104 (C) Ellis Library, University of Missouri, Columbia, Columbia, MO 65211-5400. To ensure consideration, applications should be received July 15, 1992. The University of Missouri-Columbia is an equal opportunity and affirmative action employer.

Department of Academic Career Planning and Placement
Responsibilities: Under the direction of the director, the _____ is responsible for assisting in the plan-

Requirements: Master's degree in a related field, doctorate preferred. Experience in higher education and student advisement. Excellent organizational, communication with writing skills. Computer knowledge desirable.

Salary: \$40,410-\$47,987
Posting #81920350
Closes: 5 p.m. on 5/5/92

You must also have the ability to plan/direct financial aid and advise programs and staff. Reading, interpreting and explaining college policies and procedures will be necessary.

Applications must include the following:

- a completed application form

We highly recommend that applications also include the following:

- a current detailed résumé
- a letter of interest

FOR SQUARED APPLICATION FORMS AND INFORMATION C

Faculty position. Available Aug. 1, shortly after new library building commences construction. Respo

Required: ALA-accredited MLIS degree; 2 years pertinent experience, database skills, service focus. Desirable: Strong BI background and Internet; second master's degree (inquired for tenure). Minimum salary: \$33,000; salary and rank based on experience.

**Assistant Director
Utilities Maintenance**

Reporting to the Director, this professional will provide management and engineering services for the Division of Utilities - Maintenance. This position involves primary utility campus buildings; temperature and humidity control, energy management and thermal energy production, as well as oversight of MEP design for building renovations, and deionized water production/distribution. Qualified candidates must possess a Bachelor's degree in Mechanical or Electrical Engineering, 5 years background in the design of building MEP systems for medical laboratory or clinical facilities, and 5 years if relevant experience as a Senior Supervisor. Requirements also include

Overseeing a new Thermal Energy Plant, the individual will be responsible for supervising the installation, operation, maintenance and repair of all equipment, distribution systems and controls necessary for the production of thermal energy. This position requires a Bachelor's degree in Mechanical or Electrical Engineering. Candidates must also have a

THE UNIVERSITY OF TEXAS
Southwestern Medical Center
AT DALLAS

**EMPLOYEE
DEVELOPMENT
SPECIALIST
GS-235-13**

The Government Affairs Institute seeks faculty member to plan and deliver courses in the area of legislative process. Advanced degree, teaching experience desired. Please submit SF-171 to: Milton Lewin, OFPM, 1900 E St., NW, Room 1447, Washington, DC 20415. Announcement #92-188-JMC. For more info. call: (202) 606-2986.

ASSISTANT REGISTRAR

Heidelberg College is seeking applications for an Assistant Registrar. The Assistant Registrar will assist with the administrative and operational functions within the office of the Registrar, and, in addition, will be responsible for institutional research and the development of computer programs. This is a full-time, twelve-month position.

Applicants must have a Bachelor's degree, programming experience with INFORMATION, UniVerse or a strong record in computer programming.

A letter of application, résumé and names of three references should be sent to: Jeannine Kurns, Vice President for Administration, Heidelberg College, 1010 E. Market Street, Tiffin, Ohio 44883.

Heidelberg College is an Equal Opportunity/Affirmative Action Employer.

**JERSEY CITY
STATE COLLEGE**

[illegible]

Executive Director, University of New Mexico, Lobo Club. A private non-profit corporation seeks a highly motivated individual whose primary responsibility will be fund raising for the school's athletic program. The person must have a minimum bachel-

Executive Director shall be the chief administrative officer of the Club under the supervision of the Board of Directors. He/she will have complete authority over the Club's personnel, financial and special event fund raising. Other responsibilities include the maintenance of current membership and promotion of the Club in terms of its major races and United States Amateur Athletic functions. The position is available on a one-year, full-time appointment. Salary will be commensurate with experience. Recent letter of recommendation required.

Connecticut, a suburb of New Haven. School of Business is one of four schools. The College and offers programs to undergraduates and 250 MBA students in all business areas including health care.

trations. There are 27 teachers, 10 support personnel, and 100 students. Construction has begun on building for the School to be open in 1993. The salary and benefits are competitive. The appointment will be on a level commensurate with qualifications and experience. Applications with curriculum and resumes of at least three references will be reviewed beginning May 1 and the search will continue until a candidate is appointed. Materials forwarded to: Dr. Roger A. Strum, School of Business, Quinnipiac University, Hamden, Connecticut 06518. (Fax: 203/341-1100)

Foreign Student Advisors Professional positions with responsibility for advising and counseling foreign students on a variety of educational and immigration concerns.

Geology Geologists for Pennsylvania. We are seeking a leoprosy, with ability to teach physical science Master's degree Ph.D. preferred, once positioned he will be an instructor/

reference to Dr. Carolyn Sparrow of Geography, Tulane University, New Orleans 70112. Tulane is a special opportunity employer of women and minorities.

2. Kutztown University
Applications are invited
for a full-time, non-tenured
assistant professor position
in the Department of
Geology. The position
will be for the 1992-93
academic year. The
applicant should have a
Ph.D. in Geology and
teaching experience. A
letter of recommendation
from a Professor's level
M.A. in Geology is preferred.
Interested candidates
should send a letter of
application, a letter of
recommendation, and three
copies of their resume to
the Department of
Geology, Kutztown
University, P.O. Box
2800, Kutztown, PA
19530. The letter should
be addressed to:
Walther, Head, Department
of Geology, Kutztown
University, P.O. Box
2800, Kutztown, PA
19530. The letter should
be dated and signed by
the applicant.

University of Missouri-Columbia Libraries

COORDINATOR OF COMPUTER-BASED REFERENCE SERVICES AND REFERENCE LIBRARIAN

COORDINATOR OF COMPUTER-BASED REFERENCE SERVICES AND REFERENCE LIBRARIAN: The University of Missouri-Columbia is seeking qualified applicants for the position of Coordinator of Computer-Based Reference Services and Reference Librarian. The position involves the development and implementation of computer-based reference services and the supervision of the library's computer-based reference services. The position also involves the development and implementation of computer-based reference services and the supervision of the library's computer-based reference services. The position also involves the development and implementation of computer-based reference services and the supervision of the library's computer-based reference services.

REQUIREMENTS: Requires minimum of a Master's degree from an ALA accredited program and excellent communication and interpersonal skills in dealing with people of all levels of library service. Must possess knowledge of computerized databases and be proficient in using various online services. Must possess knowledge of CD-ROM's, two or more years' experience using computer-based reference services, including online and CD-ROM systems. Second master's preferred and tolerance experience in an academic or research library desirable.

MINIMUM SALARY: \$32,000 for 12 months commensurate with education and experience. Benefits include 30 vacation days per year, unpaid national sick leave, dental insurance, and normal annual leave benefits, including 75% tuition waiver.

THE UNIVERSITY: The University of Missouri (MU) was established in 1820 in the city of Columbia, Missouri. The University is a public research university and is one of the largest in the United States. The University is a public research university and is one of the largest in the United States. The University is a public research university and is one of the largest in the United States.

AVAILABLE: August 15, 1992.

Send letter of application, resume and address of three references and return to: Mr. Pat Burdette, Personnel Coordinator, 110 C303 Billings Library, University of Missouri-Columbia, Columbia, MO 65211-3030. To ensure consideration, applications should be received by July 15, 1992. The University of Missouri-Columbia is an equal opportunity and affirmative action employer.

UNIVERSITY OF NEBRASKA-LINCOLN

Hazardous Material Specialist

Conducts the proper handling of hazardous waste at the point of generation, preparing waste for shipment and disposal, and managing the waste during its transport. Oversees management of the hazardous waste storage facility. Responsible for keeping records of all hazardous waste, including: proper labeling and emergency response for spills or accidents. Develops a hazardous waste management plan. Conducts environmental engineering or related field plus two years' experience. Working knowledge of chemistry/biochemistry and training of waste personnel is essential. Must develop waste collection and recycling procedures; knowledge of applicable regulations and ability to translate regulatory requirements into working program will. Ability to utilize specialized environmental instrumentation and analyze data necessary. Must be able to handle 55-gallon drums of toxic waste utilizing hydraulic lift trucks and pallets. Submit letter of application, resume, salary history, and names, addresses and telephone numbers of three professional references postmarked by July 1, 1992, to: Mr. James Housh, Hazardous Material Specialist, 2000 "P" Street, University of Nebraska-Lincoln, Lincoln, Nebraska 68583-0446.

Affirmative Action, Equal Opportunity Employer.

Health Sciences Research: Laboratory technician in the Department of Health Sciences Research, University of Nebraska-Lincoln, Lincoln, Nebraska 68583-0446.

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DIRECTOR OF MINORITY AFFAIRS

University of Wisconsin-River Falls

The Position: UW-River Falls is seeking an individual able to interact well with students, staff, and faculty and also serve as an advocate for issues affecting the personal and academic lives of our multicultural population. Responsibilities include supervising and managing the work of the Office of Minority Affairs, budgeting, program development, grant writing, and university faculty, staff, and students to maintain services for African American, Hispanic, Native American and Southeast Asian students. Advise the Chancellor regarding Design for Diversity and work with the Vice President of Minority Affairs.

The University: The University of Wisconsin-River Falls is located in scenic central Wisconsin. It is a public university with a student body of 5,200. We offer a 17 to 1 student-faculty ratio and a variety of programs. The University is a public research university and is one of the largest in the United States. The University is a public research university and is one of the largest in the United States.

Qualifications: Master's degree, preferably in a human service related area with at least 4 years of strong supervisory and managerial experience. Experience working with diverse populations and exceptional oral and written communication skills are also required. Grant writing is preferred.

Application: Position begins August 1, 1992. Application deadline is June 15, 1992. Send letter of application, resume, and names and phone numbers of three references to:

Mr. Terry M. Smith, Chair
Search and Screen Committee
UW-River Falls
100 Ruffalo Hall
River Falls, WI 54922
(715) 433-3422

An alphabetical list of all nominees and applicants, without differentiation, may be released following the closing date.

The University of Wisconsin-River Falls is an Affirmative Action, Equal Opportunity Institution.

women and minorities are strongly encouraged to apply.

AVAILABLE: August 15, 1992.

Send letter of application, resume and address of three references and return to: Mr. Pat Burdette, Personnel Coordinator, 110 C303 Billings Library, University of Missouri-Columbia, Columbia, MO 65211-3030. To ensure consideration, applications should be received by July 15, 1992. The University of Missouri-Columbia is an equal opportunity and affirmative action employer.

AVAILABLE: August 15, 1992.

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MEET YOU IN MONTANA

Director of Development

Montana Deaconess Medical Center, a regional referral center and Montana's largest hospital, seeks a energetic results-driven Director of Development for the Center for Development. Reporting to the Vice President for Development, this individual will be responsible for the annual fund, fund-raising, corporate and foundation support, direct mail program, grant and development systems, fund-raising publications and prospect research.

Successful candidate will have a bachelor's degree, 3-5 years of fund-raising experience, previous annual fund and gift club experience, excellent interpersonal skills and exceptional writing ability. Including proposal development. Background in a hospital setting and fundraising experience are preferred.

We offer a highly competitive salary and benefits package. A Rocky Mountain location and abundant outdoor recreational opportunities provide a high quality of life.

For information or to submit your resume, contact: Recruitment, Montana Deaconess Medical Center, 1101 3rd St. S., Great Falls, MT 59405; 1-800-558-9970, ext. 5487 or 406-558-5671, EOE.

Elizabethtown College

ADMISSIONS

Admissions: Elizabethtown College invites applications for an Admissions Counselor. The position involves the development and implementation of computer-based reference services and the supervision of the library's computer-based reference services.

Qualifications: Bachelor's degree, preferably in a human service related area with at least 4 years of strong supervisory and managerial experience. Experience working with diverse populations and exceptional oral and written communication skills are also required. Grant writing is preferred.

Application: Position begins August 1, 1992. Application deadline is June 15, 1992. Send letter of application, resume, and names and phone numbers of three references to:

Mr. Terry M. Smith, Chair
Search and Screen Committee
UW-River Falls
100 Ruffalo Hall
River Falls, WI 54922
(715) 433-3422

An alphabetical list of all nominees and applicants, without differentiation, may be released following the closing date.

The University of Wisconsin-River Falls is an Affirmative Action, Equal Opportunity Institution.

women and minorities are strongly encouraged to apply.

AVAILABLE: August 15, 1992.

Send letter of application, resume and address of three references and return to: Mr. Pat Burdette, Personnel Coordinator, 110 C303 Billings Library, University of Missouri-Columbia, Columbia, MO 65211-3030. To ensure consideration, applications should be received by July 15, 1992. The University of Missouri-Columbia is an equal opportunity and affirmative action employer.

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AVAILABLE: August 15, 1992.

The Chronicle: Your Window on Academe



PLAINS COLLEGE. PHOTOGRAPH BY WALTER L. HARRIS

If order cards are missing, use the form below.

YOUR WINDOW ON ACADEME

Special Purchase

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P.O. Box 1955, Marion, Ohio 43005

Please enter my subscription to The Chronicle.

- ☐ Bill me \$67.50 for 49 issues (1 year).
☐ Bill me \$37.75 for 24 issues (½ year).
☐ Please charge my

☐ VISA ☐ MasterCard ☐ American Express

Account number _____ Expiration date _____
 Signature _____
 Name _____
 Title/Department _____
 Institution _____
 Address _____
 City _____ State _____ Zip Code _____

02092

BULLETIN BOARD: Positions available

DIRECTOR OF THE EDUCATIONAL OPPORTUNITY PROGRAM SUNY PLATTSBURGH

The Educational Opportunity Program (EOP) is a New York State program to provide academic and support services to students who are academically and/or economically disadvantaged. Approximately 215 students are enrolled in the SUNY Plattsburgh program.

The Director of the EOP is responsible for all activities of the program including staff supervision, fundraising, record keeping and reporting, budgeting, a residential year program for new freshmen, and coordination of the Office of Admissions and Financial Aid in the selection of students.

Qualifications: A minimum requirement of Master's Degree in Counseling, Leadership, Higher Education Administration, or related field; administrative experience required with previous experience at the director's level preferred. Successful applicant must demonstrate the ability to interview and communicate. Salary commensurate with experience and education.

Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

Responsible 12-month position with starting date on or around August 1, 1992. Salary competitive and commensurate with experience and fringe benefits.

Applicants will be accepted until position is filled.

Send application which should include letter detailing interest and pertinent experience, curriculum vitae, and three current letters of reference to:

Chae Search Committee
c/o Office of Personnel
SUNY Plattsburgh
Box 1748-425
Plattsburgh, New York 12061

SUNY is an
EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

ASSOCIATE DIRECTOR of Human Relations

The Associate Director is responsible for the daily operations of the University's Office of Human Relations. Responsibilities include personnel management, administrative support, and the development and implementation of policies and procedures. The Associate Director will also be responsible for the administration of the University's affirmative action program and for the coordination of the University's diversity efforts.

Qualifications: A minimum requirement of a Master's Degree in Human Resources Management, Industrial/Organizational Psychology, or a related field. Successful applicant must demonstrate the ability to interview and communicate. Salary commensurate with experience and education.

Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

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SUNY Plattsburgh
Box 1748-425
Plattsburgh, New York 12061

SUNY is an
EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

The University of Maryland System is seeking a highly qualified individual to fill the position of Associate Director of Human Relations. The successful candidate will be responsible for the administration of the University's affirmative action program and for the coordination of the University's diversity efforts.

Qualifications: A minimum requirement of a Master's Degree in Human Resources Management, Industrial/Organizational Psychology, or a related field. Successful applicant must demonstrate the ability to interview and communicate. Salary commensurate with experience and education.

Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

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Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

Randolph-Macon Woman's College DIRECTOR OF PUBLIC RELATIONS AND COMMUNICATIONS

Randolph-Macon Woman's College seeks a person of creativity and vision to lead the College's efforts in public relations and communications.

The Director will report directly to the Vice President for Development. Public Relations and Communications.

The Director will be responsible for developing a comprehensive plan for promoting the College to all external constituencies, and will be responsible for college publications and media relations.

Qualifications: Applicants must have at least a bachelor's degree and a minimum of five years of public relations experience; exceptional writing, editing, and design skills; familiarity with media communications; managerial experience or potential; and a sensitivity to the needs of a liberal arts college devoted to the education of women.

Randolph-Macon Woman's College is an undergraduate, residential, liberal arts college with a long-standing reputation for academic excellence. Its enrollment of approximately 750 students represents over 40 states and 30 foreign countries. The 100-acre campus is located in a beautiful, residential area of Lynchburg in historic central Virginia.

Application procedure: Letter of interest and résumé should be submitted before June 15th to:

James C. Kuyler, Jr.
Vice President for Development, Admissions and Public Relations
Randolph-Macon Woman's College
Lynchburg, Virginia 24503

Randolph-Macon Woman's College is an Affirmative Action, Equal Opportunity Employer.



UNIVERSITY OF CALIFORNIA HASTINGS COLLEGE OF THE LAW

Director Legal Education Opportunity Program

STARTING SALARY: \$57,378-\$72,000
 COMMENSURATE WITH EXPERIENCE AND QUALIFICATIONS
 EXCELLENT FRINGE BENEFIT PACKAGE

HASTINGS COLLEGE OF THE LAW, located in the San Francisco, Calif. Center area, is seeking qualified applicants for the position of LEOP Director. The Director of the LEOP is responsible for the administration of the program, which provides financial support for approximately 300 low-income students from ethnic minority and disadvantaged backgrounds.

POSITION REQUIREMENTS: Graduation from an accredited law school with a Juris Doctor Degree; membership in a state bar in the United States; minimum of five years of progressively responsible institutional, administrative and counseling experience which involved working with persons from ethnic minority and disadvantaged backgrounds in an institution of higher education; preferably a law or other professional school.

TO APPLY: please contact Hastings Personnel Department at 415-565-4703 to obtain a detailed employment application and detailed job description. Filing deadline: 5/25/92.

An Equal Employment Opportunity Employer

Belmont Abbey College RESIDENT DIRECTOR

Belmont Abbey College, a 4-year Catholic, Benedictine, Liberal Arts College, announces an anticipated opening (July 28, 1992) for a five-to-six year position of a Resident Director of a co-ed Residence Hall and adjacent apartments.

Qualifications: Graduate degree in a related field, previous five-to-six year experience in student development, residence hall administration, and campus life. Successful candidate will be responsible for the administration of the program, which provides financial support for approximately 300 low-income students from ethnic minority and disadvantaged backgrounds.

TO APPLY: please contact Hastings Personnel Department at 415-565-4703 to obtain a detailed employment application and detailed job description. Filing deadline: 5/25/92.

Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

Responsible 12-month position with starting date on or around August 1, 1992. Salary competitive and commensurate with experience and fringe benefits.

Applicants will be accepted until position is filled.

Send application which should include letter detailing interest and pertinent experience, curriculum vitae, and three current letters of reference to:

Chae Search Committee
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Box 1748-425
Plattsburgh, New York 12061

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EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

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Qualifications: A minimum requirement of a Master's Degree in Human Resources Management, Industrial/Organizational Psychology, or a related field. Successful applicant must demonstrate the ability to interview and communicate. Salary commensurate with experience and education.

Individuals with an understanding and sensitivity to minority and gender concerns are encouraged to apply.

THE COLLEGE BOARD

Associate Director of
Financial Aid Services
Western Regional Office

Founded in 1900, the College Board is a national nonprofit membership association of more than 2,800 colleges and universities, secondary schools, systems of higher and secondary education, and educational associations and agencies.

The Associate Director will serve as a highly visible resource leader who initiates activities and is responsive to questions and requests for assistance in dealing with issues related to financing postsecondary education. This position requires extensive travel within the region to promote CSS services and to provide training for school guidance counselors, agency staff, and financial aid administrators. In-depth knowledge of federal and state student aid programs, the financial aid application process, need analysis, student loan processing, and student aid delivery system is required. The Associate Director will have defined responsibilities for marketing products and services which the College Scholarship Service has developed to assist in the delivery of student financial aid.

The successful candidate should have a thorough knowledge of the principles and contemporary practices of student financial aid and student loan program administration; excellent communication skills, both verbal and written; three to five years of experience in an area directly related to student financial aid, student loan, or state agency responsibilities; and experience in associational relations and/or marketing/promotion preferred.

The salary is competitive and employee benefits are superior. Please send résumés with references before June 8, 1992, to:

Mr. Richard Pasquella
Regional Executive Director
The College Board
Suite 400
2099 Gateway Place
San Jose, CA 95110-1017

The College Board is dedicated to the principle of equal opportunity, and its programs, services, and employment policies are guided by this principle.

Chief, Section of Hematology/Oncology, L.S.U. Medical Center-Shreveport. U.S. Box 1993, Shreveport, Louisiana 71103-0993. Please send curriculum vitae to: Hematology/Oncology, L.S.U. Medical Center-Shreveport, U.S. Box 1993, Shreveport, Louisiana 71103-0993.

Medical Oncology, Assistant Scientist, University of Illinois at Chicago. Please send curriculum vitae to: Medical Oncology, University of Illinois at Chicago, 1601 South Dearborn Avenue, Chicago, Illinois 60607.

Medical Director of Oncology Unit-year. Please send curriculum vitae to: Medical Director of Oncology Unit-year, University of Illinois at Chicago, 1601 South Dearborn Avenue, Chicago, Illinois 60607.

Medical Director of Oncology Unit-year. Please send curriculum vitae to: Medical Director of Oncology Unit-year, University of Illinois at Chicago, 1601 South Dearborn Avenue, Chicago, Illinois 60607.

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Medical Director of Oncology Unit-year. Please send curriculum vitae to: Medical Director of Oncology Unit-year, University of Illinois at Chicago, 1601 South Dearborn Avenue, Chicago, Illinois 60607.

AUSTIN COMMUNITY COLLEGE



Austin Community College is a two-year comprehensive community college located in the Capital Area of Texas. It is the largest of the five public community colleges in the state and is one of the largest in the nation. The college has a long history of providing quality education and is currently seeking qualified individuals for the following positions:

Counselor

Responsibilities: Plan and implement individual and group counseling services for students. Provide guidance and support in the selection of majors, careers, and postsecondary education. Assist students in the development of academic and personal goals. Provide information and resources on campus and community resources. Maintain accurate and up-to-date records of student progress and needs.

Qualifications: Master's degree in Guidance and Counseling or related field. Two years of experience in a counseling position. Knowledge of college-level academic and career development programs. Ability to work effectively with students and staff. Salary: \$28,000 - \$32,000 per year. This is a full-time position with benefits. For consideration, please submit a resume and three references to the Human Resources Department, Austin Community College, 1200 West 12th Street, Austin, TX 78703.

AP#9205

Applicant Statement of Qualifications required. A complete application and resume must be received no later than June 12, 1992. All resumes should be submitted in confidence to the Human Resources Department, Austin Community College, 1200 West 12th Street, Austin, TX 78703.

NOTE: Austin Community College does not accept employment applications or related correspondence via telecopy.

EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER. MINORITIES ARE ENCOURAGED TO APPLY.

EASTERN KENTUCKY UNIVERSITY



AUTOMATION LIBRARIAN

Responsible for planning and implementing an automated library system (NLS), working closely with computer center staff, library staff, and vendors, coordinating user education and staff training, and providing microcomputer and telecommunications support services for library.

Qualifications: M.S. from an ALA-accredited library school; a minimum of 2 years of managerial experience in an automated library environment; including significant responsibilities in the area of planning and implementing an automated library system; knowledge of NLS, MARC-based databases, and microcomputers; demonstrates effective interpersonal and communications skills. Annual 10 month appointment; initial appointment, August 1, 1992. May 31, 1992.

Send letter of application, vita, and three professional references to: Automation Library Search Committee, Eastern Kentucky University, Richmond, KY 40475-3121. Application review will begin June 15, 1992, and will continue until the position is filled.

Eastern Kentucky University is an Affirmative Action/Equal Opportunity Employer. Employment inquiries will be handled by the Human Resources Department, Eastern Kentucky University, Richmond, KY 40475-3121.

MILTON ACADEMY

DIRECTOR OF ADMISSIONS

Milton Academy is seeking a Director of Admissions for grades 7-12. This position involves the coordination and implementation of all admission procedures including selection and recruitment, evaluation of applications, and the selection process. The position requires excellent skills in communications, management, public speaking and writing. Please send credentials and three letters of reference to: Edwin J. Fried, Headmaster, Milton Academy, 1700 Centre Street, Milton, MA 02186. Deadline: May 27, 1992.

Philosophy: Milton Academy is a private, non-sectarian, day school for boys and girls in grades 7-12. The school is committed to providing a liberal arts education that emphasizes intellectual growth, personal development, and service to the community. The school is an Equal Opportunity Institution.

Committee: Please send your resume and three letters of reference to: Edwin J. Fried, Headmaster, Milton Academy, 1700 Centre Street, Milton, MA 02186. Deadline: May 27, 1992.

Physical Education: Assistant Professor, University of North Carolina at Charlotte, 919 University City Blvd., Charlotte, NC 28226. Position begins August 1, 1992. Qualifications: Ph.D. in Physical Education with a concentration in Coaching. Minimum of 3 years of experience in a coaching position. Salary: \$28,000 - \$32,000 per year.

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Service/Marketing Positions
ACT Southwest Region

Opportunity for professionals interested in marketing services related to educational assessment and career planning services. Work involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

Assistant Director, Assessment Services—Improve use of ACT's assessment and career assessment services with emphasis on use of ACT's Assessment and ASSET programs at postsecondary institutions. Applicants should demonstrate knowledge of educational measurement and statistics and microcomputer applications in educational assessment.

Both positions require progressively responsible experience in related educational situations, and exceptional communication and interpersonal skills. Compensation is competitive with excellent benefit program. To apply, submit letter of application; resume; and name, title, and telephone number of three references to: Assistant Vice President/Director, ACT Southwest Regional Office, 5303 M-Pee Expressway, North, Suite 200, Austin, Texas 78758-8028. Application deadline is June 15, 1992, with anticipated starting date of August 10, 1992.

ACT is an Equal Opportunity, Affirmative Action Employer.

Washington State University

at Pullman

Director, Wilson Compton Union Building

WCU seeks a Director for the Compton Union Building with demonstrated leadership skills, a strong background in student affairs, and a commitment to student development. The Director is responsible for the day-to-day operations of the Union Building, which serves as a central hub for student activities and services. The position requires a minimum of 5 years of experience in a similar position and a master's degree in a related field. The position is a full-time position with a salary range of \$28,000 to \$32,000 per year. For consideration, please submit a resume and three references to the Human Resources Department, Washington State University, Pullman, WA 99164-5000. Application deadline is June 15, 1992.

Requirements: A successful candidate will have at least five years of experience in student affairs management and programming, and at least a master's degree in a related field. The candidate should have a strong background in student development and a commitment to student affairs.

Director of International Student Affairs and Admission Processing

Responsibilities: For international student recruitment, admission, evaluation of credentials, and retention activities. For U.S. students, application processing and evaluation of credentials. Qualifications: Hold at least a bachelor's degree, experience with automated admission system, and knowledge of I-20 regulations. Salary range: \$24,000.

Letters of application and resumes will be reviewed as they are received. Send to:

Executive Director of Recruitment Services, Nicholas State University, 703 S. Third Street, Thomas, NJ 07066.

Nicholas State University is an affirmative action, equal opportunity employer. Women and ethnic minorities are encouraged to apply.

Physical Education: Assistant Professor, University of North Carolina at Charlotte, 919 University City Blvd., Charlotte, NC 28226. Position begins August 1, 1992. Qualifications: Ph.D. in Physical Education with a concentration in Coaching. Minimum of 3 years of experience in a coaching position. Salary: \$28,000 - \$32,000 per year.

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Program Administrator/
Science Educator
Teacher Preparation Program

The Teacher Preparation Program of Princeton University is seeking a science educator to administer a program, funded by the National Science Foundation, which will improve the teaching of science in elementary and secondary schools. The position is a full-time position with a salary range of \$28,000 to \$32,000 per year.

Reporting to the Director of the Teacher Preparation Program, the position involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

Assistant Director, Assessment Services—Improve use of ACT's assessment and career assessment services with emphasis on use of ACT's Assessment and ASSET programs at postsecondary institutions. Applicants should demonstrate knowledge of educational measurement and statistics and microcomputer applications in educational assessment.

Both positions require progressively responsible experience in related educational situations, and exceptional communication and interpersonal skills. Compensation is competitive with excellent benefit program. To apply, submit letter of application; resume; and name, title, and telephone number of three references to: Assistant Vice President/Director, ACT Southwest Regional Office, 5303 M-Pee Expressway, North, Suite 200, Austin, Texas 78758-8028. Application deadline is June 15, 1992, with anticipated starting date of August 10, 1992.

ACT is an Equal Opportunity, Affirmative Action Employer.

Princeton University

Equal Opportunity/Affirmative Action Employer

DIRECTOR OF MINORITY PROGRAMS

School of Engineering and Applied Science

UNIVERSITY OF VIRGINIA

The School of Engineering and Applied Science at the University of Virginia seeks applicants for the position of Director of Minority Programs. The position involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

Assistant Director, Assessment Services—Improve use of ACT's assessment and career assessment services with emphasis on use of ACT's Assessment and ASSET programs at postsecondary institutions. Applicants should demonstrate knowledge of educational measurement and statistics and microcomputer applications in educational assessment.

Both positions require progressively responsible experience in related educational situations, and exceptional communication and interpersonal skills. Compensation is competitive with excellent benefit program. To apply, submit letter of application; resume; and name, title, and telephone number of three references to: Assistant Vice President/Director, ACT Southwest Regional Office, 5303 M-Pee Expressway, North, Suite 200, Austin, Texas 78758-8028. Application deadline is June 15, 1992, with anticipated starting date of August 10, 1992.

ACT is an Equal Opportunity, Affirmative Action Employer.

ADMISSIONS POSITIONS

Fordham University invites applications for possible openings in the Undergraduate Admissions Office at both its Rose Hill and Lincoln Campus. These positions might range from entry level admissions counselors (no experience required) to an assistant director (2-3 years admissions experience). All positions require excellent speaking, writing and interpersonal skills. Candidates must possess a valid driver's license, be willing to travel and work long hours. Although not required, a good grasp of Spanish is helpful. A minimum of a bachelor's degree is required.

Please send resume by June 1 to:

William D'Elia, Director of Admissions, Fordham University, 441 East Fordham Road, Bronx, NY 10458-5791.

Physical Education: Assistant Professor, University of North Carolina at Charlotte, 919 University City Blvd., Charlotte, NC 28226. Position begins August 1, 1992. Qualifications: Ph.D. in Physical Education with a concentration in Coaching. Minimum of 3 years of experience in a coaching position. Salary: \$28,000 - \$32,000 per year.

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SOUTHERN CONNECTICUT
STATE UNIVERSITY

Director of Intercollegiate Athletics

Applications are invited for the position of Director of Intercollegiate Athletics at Southern Connecticut State University. Located in Hartford, Connecticut, the university is a public institution with a long history of excellence in athletics. The position involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

Assistant Director, Assessment Services—Improve use of ACT's assessment and career assessment services with emphasis on use of ACT's Assessment and ASSET programs at postsecondary institutions. Applicants should demonstrate knowledge of educational measurement and statistics and microcomputer applications in educational assessment.

Both positions require progressively responsible experience in related educational situations, and exceptional communication and interpersonal skills. Compensation is competitive with excellent benefit program. To apply, submit letter of application; resume; and name, title, and telephone number of three references to: Assistant Vice President/Director, ACT Southwest Regional Office, 5303 M-Pee Expressway, North, Suite 200, Austin, Texas 78758-8028. Application deadline is June 15, 1992, with anticipated starting date of August 10, 1992.

ACT is an Equal Opportunity, Affirmative Action Employer.

Academic Advisor,
University Without Walls

Widener College, a four-year, nonsectarian liberal arts college located in Springfield, MA, is seeking applications for the following faculty position:

Full-time position available. Responsibilities: Academic advising and general administrative duties in Widener College's University Without Walls program. Qualifications: Advanced degree in an academic discipline and experience in college teaching and curriculum development. Duties to begin September 8, 1992. Screening interviews will be held on June 1, 1992.

Send resume and three references to: Robert H. Van Meter, Director, University Without Walls, Widener College, 200 College Street, Springfield, MA 01103.

Widener College is an Affirmative Action, Equal Opportunity Employer and Educator. Minorities are encouraged to apply.

SKIDMORE COLLEGE

Director of Development

Skidmore College is seeking an energetic and experienced Director of Development to lead the college's fundraising efforts. The position involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

Assistant Director, Assessment Services—Improve use of ACT's assessment and career assessment services with emphasis on use of ACT's Assessment and ASSET programs at postsecondary institutions. Applicants should demonstrate knowledge of educational measurement and statistics and microcomputer applications in educational assessment.

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FORDHAM UNIVERSITY

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Dataloads
Manager

Founded in 1974, The Research Libraries Group, Inc. (RLG) is a cooperative association of leading educational, scientific, and cultural institutions.

RLG is seeking a Dataloads Manager to plan and implement the loading of data from outside sources into the Research Libraries Information Network (RLIN) and other databases. The incumbent will manage a group that analyzes file data content, determines and documents methodology and conversion rules, arranges with the owners and sources necessary transmission and loading requirements, and implements and troubleshoots the loads. The manager is a member of the Operations Division management team. Requirements: comprehensive knowledge of current and past US MARC formats and cataloging practices; understanding of complex data base designs, and online and batch services in a mainframe data center setting; experience working in the MS environment using IBM job control language; supervisory experience; effective problem solving skills; a ability to work with others to ensure that service commitments are met. Salary: \$3,167 - \$5,289, monthly, depending upon background and qualifications, plus Stanford University benefits.

To apply, send resume and cover letter, highlighting qualifications by June 1, 1992, to Denise Berka, The Research Libraries Group, Inc., 1200 Villa Street, Mountain View, CA 94041-1100. An equal opportunity employer through affirmative action.

The Research Libraries Group, Inc.

Assistant Director of Multicultural Affairs

Ball State University, Muncie, Indiana

Responsibilities: Advise student organizations; coordinate cultural, educational, social programs; and activities develop library necessary to enhance the delivery of services to individual students and the community. The position involves developing and executing marketing/promotional objectives, conducting workshops/seminars, computer applications, and preparing written communications for educational leaders. Experience level is advanced. Locations: New Mexico, Oklahoma, and Texas. The two positions are:

Director, Career Planning Services—Improve use of ACT's educational and career assessment services with emphasis on use of ACT's ER. ACT's computer-assisted career and educational planning system, Applicable software, and understanding of career development theory and direct involvement in delivery of career planning services with computer-assisted system. Solid experience highly desirable.

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PRESIDENT

Richmond College

The American International University in London

Richmond College, one of the leading American institutions located outside the U.S., seeks an experienced and highly qualified academic administrator for the post of President and Chief Executive Officer. Founded in 1972, the institution is an American non-profit international liberal arts university located in London, England.

The university has two London campuses—suburban Richmond for lower-division and urban Kensington for upper-division—and a study center in Florence, Italy. Of its more than 1000 students, approximately 800 are degree students and 200 are study abroad students from U.S. institutions. The MBA degree, the university's first postgraduate program, will be offered in September, 1992.

Richmond College is a member of the Commission on Higher Education of the Middle States Association of Colleges and Schools and is a member of the U.S. Study in London Program and the MBA degree by the Education License of the British Council. Leaving candidates will have a Ph.D. degree, demonstrated leadership skills, and successful experience in providing senior administrative of an American college or university. Academic and professional experience in international and multicultural settings are desirable. The compensation package is attractive and includes the provision of a stipend, professional travel allowance, and a housing allowance. Applicants are encouraged to submit materials immediately. The position is available January 1993. All inquiries, which will be held in absolute confidence, should be directed to:

John Kuehling, Managing Vice President, Education Practice

Search International

Suite 200, 500 19th Street, N.W.

Washington, D.C. 20036

Tel: 202/632-9444 Fax: 202/632-9449

Telephone inquiries are invited from qualified candidates.

An Equal Opportunity Employer.

COLLEGE PRESIDENT

Southern Ohio College in Cincinnati, Ohio, a regionally accredited, two-year proprietary college, is seeking an outstanding candidate for the position of President. Responsibilities include: overall college management, including administrative, financial, personnel, legal, and public relations; recruitment and enrollment; and institutional planning. The position is a full-time, permanent position. Requirements are a degree (preferably advanced), along with a track record of superior performance in providing leadership in a college setting. The position is a full-time, permanent position. Compensation package includes base salary, bonus opportunities, relocation and customary company benefits. Please send cover letter and resume to:

Dr. Austin Harris

200 Plumber Cove

Ellettsville, OH 45830

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Choate Rosemary Hall Executive Director of Alumni Affairs and Development

Choate Rosemary Hall invites applications and nominations for the position of Director of Alumni Affairs and Development.

The Executive Director, who reports directly to the President, is responsible for developing and implementing the strategy and plan for fund raising to meet the school's annual, capital, and endowment requirements. The director manages all aspects of the school's alumni relations and development program, which includes major giving, the annual fund, corporate and foundation relations, planned giving, special events and programs, research, and management of alumni and other records. The director is also responsible for facilitating communications with and involvement of alumni and friends, foundations and corporations, and the local community in the life of the school to create a climate for giving, sharing, and stewardship of resources. The successful candidate must have senior level development experience, preferably in a school, college or other educational setting and have experience in planning and implementing a major capital campaign. Demonstrated organizational and managerial skills are essential as is the ability to motivate and support staff within the department, ability to communicate the school's vision effectively to alumni, parents and constituencies, and ability to nurture and cultivate donors of various backgrounds.

Choate Rosemary Hall is a coeducational independent secondary school of 1,000 students, 200 day students—and a teaching faculty of 120. The school's 600-acre campus is located in Wallingford, Conn. The current endowment is \$72 million and the operating budget is \$28 million. Financial aid exceeds \$3.4 million.

Salary is competitive and the position includes housing and a broad list of perquisites. Review of applications will begin July 15, 1992 and will continue until the position is filled. The preferred starting date for this position is July 1, 1992.

Nominations and applications should be addressed to AARD Search Committee, c/o Edward J. Shanahan, President, Choate Rosemary Hall, Box 788, Wallingford, CT 06492.

Choate Rosemary Hall is an equal opportunity employer and encourages nominations of and expressions of interest from minority and female candidates.

Appalachian STATE UNIVERSITY

BOONE, NORTH CAROLINA 28606

Associate Vice Chancellor for Financial Management

The Area of Appalachian State University invites applications for the position of Associate Vice Chancellor for Financial Management. The University was founded in 1868 and is located in the heart of the beautiful Blue Ridge Mountains of North Carolina. It is one of the 16 institutions of the University of North Carolina System. Appalachian has a comprehensive university with a current enrollment of 17,000 students.

Responsibilities: The Associate Vice Chancellor for Financial Management reports directly to the Vice Chancellor for Business Affairs. This position is responsible for development, oversight, and implementation of the University's financial, budget and business operations.

Candidate Must Possess: An earned Master's Degree in an appropriate field such as business, accounting, economics, operations research, or is required a Doctor of Philosophy. Experience in higher education in business affairs is a strong asset. The position is a full-time, permanent position. Compensation is competitive and commensurate with qualifications. This is a search for a full-time, permanent position.

Applicants must submit a cover letter, current resume, and a list of references. Applications should be addressed to the Vice Chancellor for Business Affairs, Box 26100, Asheville, NC 28802. Completed applications must be received by June 15, 1992. Interviews will be held on a continuing basis.

Applicants must submit a cover letter, current resume, and a list of references. Applications should be addressed to the Vice Chancellor for Business Affairs, Box 26100, Asheville, NC 28802. Completed applications must be received by June 15, 1992. Interviews will be held on a continuing basis.

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West Valley-Mission
Community College District
SARATOGA, CALIFORNIA

SEARCH FOR A CHANCELLOR

After seven years of successful leadership as a Chancellor of the West Valley-Mission Community College District, Dr. Gustavo A. Melendez has been named President and Director of the Center for Community College Studies at George Mason University.

The Board of Trustees is seeking a candidate for the position of Chancellor. The Chancellor is the chief executive officer of the District's community college system and is responsible for the overall management and leadership of the system. The Chancellor is also responsible for the development and implementation of the system's strategic plan and for the management of the system's financial resources.

Qualifications for the position include: a minimum of ten years of experience in higher education administration; a minimum of five years of experience in community college administration; a minimum of three years of experience in financial management; a minimum of two years of experience in legal affairs; and a minimum of one year of experience in public relations.

Applications should be submitted to the Board of Trustees, West Valley-Mission Community College District, 1400 Federal Avenue, Saratoga, California 95070-5098.

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PRESIDENT

Foundation for Allied Conservative Therapies Research

The Presidential Search Committee of the Board of Trustees invites applications and nominations for the position of President.

The Foundation for Allied Conservative Therapies Research (FACTR) is a public, non-profit research foundation created in 1972 for the purpose of conducting research in complementary therapies, including clinical nutrition, acupuncture, applied kinesiology, chiropractic and osteopathic manual therapies, herpetology, and others. The goal of the foundation is to provide a unified approach to the diagnosis and treatment of functional illness, utilizing the application of complementary therapies to the individual needs of each patient.

RESPONSIBILITIES: The President reports directly to the Board of Directors, and has overall authority and responsibility for both the Research and Education Program of the Foundation, including ultimate oversight of the Foundation's clinical and laboratory research facilities.

QUALIFICATIONS: The successful candidate must have an earned doctoral degree, an established record of administrative accomplishment, experience in non-profit work, and a working familiarity with complementary therapies.

APPLICATIONS: Letters of application should include a current vita, the names and addresses of five references, and a sample of the candidate's written work.

Applications and nominations should be sent to:

Dr. Samuel Yennick

Search Committee Chairman

FACTR

1851 Seabright Avenue, Suite 108

City, California 94415

NAVARRO COLLEGE

Vice - President for Student Services (Search Re-Opened)

Duties and Responsibilities: The Vice-President for Student Services will be primarily responsible for counseling, student activities, housing, registration, financial aid, and other student services. The Vice-President will also be responsible for the development and implementation of the college's student services program. The Vice-President will also be responsible for the management of the college's student services budget. The Vice-President will also be responsible for the management of the college's student services facilities. The Vice-President will also be responsible for the management of the college's student services personnel. The Vice-President will also be responsible for the management of the college's student services programs. The Vice-President will also be responsible for the management of the college's student services services. The Vice-President will also be responsible for the management of the college's student services support services. The Vice-President will also be responsible for the management of the college's student services administrative services. The Vice-President will also be responsible for the management of the college's student services technical services. The Vice-President will also be responsible for the management of the college's student services information services. The Vice-President will also be responsible for the management of the college's student services communication services. The Vice-President will also be responsible for the management of the college's student services transportation services. The Vice-President will also be responsible for the management of the college's student services food and beverage services. The Vice-President will also be responsible for the management of the college's student services recreation services. The Vice-President will also be responsible for the management of the college's student services health and safety services. The Vice-President will also be responsible for the management of the college's student services legal services. The Vice-President will also be responsible for the management of the college's student services insurance services. The Vice-President will also be responsible for the management of the college's student services risk management services. The Vice-President will also be responsible for the management of the college's student services environmental services. The Vice-President will also be responsible for the management of the college's student services sustainability services. The Vice-President will also be responsible for the management of the college's student services social responsibility services. The Vice-President will also be responsible for the management of the college's student services diversity services. The Vice-President will also be responsible for the management of the college's student services equity services. The Vice-President will also be responsible for the management of the college's student services inclusion services. The Vice-President will also be responsible for the management of the college's student services accessibility services. The Vice-President will also be responsible for the management of the college's student services universal design services. The Vice-President will also be responsible for the management of the college's student services user-centered design services. The Vice-President will also be responsible for the management of the college's student services human factors services. The Vice-President will also be responsible for the management of the college's student services ergonomics services. The Vice-President will also be responsible for the management of the college's student services usability services. The Vice-President will also be responsible for the management of the college's student services user experience services. The Vice-President will also be responsible for the management of the college's student services user interface services. The Vice-President will also be responsible for the management of the college's student services user research services. The Vice-President will also be responsible for the management of the college's student services user testing services. The Vice-President will also be responsible for the management of the college's student services user feedback services. The Vice-President will also be responsible for the management

Records Indicate Colleges Questioned the Effectiveness of Overlap Group

Continued From Page A19

are all members of Overlap, last year signed a consent decree with the Justice Department in which they pledged to stop Overlap activities.

Case Against MIT

The university documents that contain criticisms of Overlap were submitted by the Justice Department in its case against MIT.

The documents reveal concerns of Overlap college officials about their policies.

A 1986 Columbia University financial-aid report offers a reason why limited numbers of minority students accepted the university's offer of admission. "The difficulty seems to be with financial-aid packages, as many students in lower- and even middle-income brackets are choosing colleges which offer more generous financial-aid packages and/or lower tuition. In addition, many colleges outside the Ivy League determine financial aid differently, often to the student's benefit."

The minutes of a 1987 meeting of Overlap Group financial-aid officials note that several of them were under pressure from college presidents to re-evaluate the group's activities. The minutes note that the president of Bryn Mawr College was upset that some accept-

ed students were enrolling elsewhere after getting better aid packages.

A 1989 Harvard University document lists differences between the way Harvard awarded aid (through the Overlap Group) and Stanford University awarded aid (on its own). The document notes several instances where Stanford's approach benefited students. It also says that, far a recently admitted class, more than 70 per cent of those offered admission to Harvard and Stanford selected Harvard in cases where the Harvard aid award was equal to or better than that of Stanford. In cases where Stanford offered a better package, Harvard enrolled only 37 per cent of the students.

Another 1989 Harvard document questions whether aid packages offered to its students are being "driven by Overlap schools with tighter budgets." The document says that in some cases, the package agreed to under Overlap "may go counter to what Harvard really feels is fair to families" and so Harvard has been moving to decrease the family contribution of students after they decide to enroll at the university. Even so, the document says, Harvard is running the risk of "creating a generation of bitter alumni," who feel that the



Scott E. Masten, an associate professor of business economics: The documents about alpha students' being hurt by the Overlap process are exceptions that prove the rule.

university did not offer them aid comparable to that at other institutions.

These documents, and many others, are being used by the Justice Department as evidence that the Overlap Group did not

help students. While most college officials will not comment, defenders of the Overlap Group say the documents do not change their feelings about the group's activities.

Thae D. Scott, a lawyer who is

representing MIT in the case, said he would not comment on any specific document cited by the Justice Department.

But, Mr. Scott said, "the government has been highly selective in isolating a very small number of

documents from a very large collection, and the government misuses the documents to suggest that Overlap reduced student financial aid."

Scott added: "When you look at all the documents, and you subjectively evaluate all of the evidence, the conclusion is inescapable that Overlap did not save the schools money or otherwise reduce financial aid."

From Researcher

Scott E. Masten, an associate professor of business economics and public policy at the University of Massachusetts School of Business Administration, said his research at the Overlap Group indicated that it had helped the vast majority of students at its institutions. He said any system in which colleges sought to offer awards based only on financial need—as Overlap influences do—must have "some coordination or the whole thing is skewed."

Mr. Masten said the documents "just some students' being hurt by the Overlap process were exceptions that prove the rule. 'Some people will always be so sensitive to geographic regions or price that they will forgo a Harvard or Yale education, but that will be a relatively small number of students.'"

He added that the documents prove that, "if anything, Overlap should become even broader."

Mr. Masten is now finishing a paper on the Overlap Group in which he argues that the Justice Department should not be pursuing the case. He said his study had no links to the defense in the MIT case and that he did not expect to testify in court.

Lobbying by the Ivy League

While most college officials will not comment on the new documents, the actions of some Overlap members indicate that the institutions want to return to the Overlap system if MIT wins in court. If that happens, some college officials expect the Ivy institutions to ask the court to invalidate the consent decree.

Recently, the Ivy League members are lobbying Congress to include a provision in the reauthorization of the Higher Education Act that would allow institutions to agree, as a group, to meet aid based solely on need, provided that they do not coordinate determinations.

The Senate has already adopted the provision, but the House did not include the provision in its version of the reauthorization legislation.

Some Overlap Group members, however, think the measure does not go far enough. Amherst, Mount Holyoke, Smith, and Wellesley colleges are lobbying against the measure, fearing that it could limit their right to resume all Overlap activities if MIT wins.

Thomas M. Susano, a Washington lawyer for the colleges, said: "There certainly will be no return to any form of coordination until a court or Congress says it's O.K."

For now, Mr. Susano believes that the weakened aid is important and that the coordination of institutional aid, some coordination

Government & Politics

WASHINGTON UPDATE

- NEA's acting director blocks grants for two university exhibits
- Administration says it needs \$1.1-billion more for Pell Grants

Anne-Inelda Radice, the acting chairwoman of the National Endowment for the Arts, announced last week that she had rejected two grants for university art centers even though both had been recommended by peer reviewers and by the National Council on the Arts, the NEA advisory board.

The grants included one for an exhibition at the List Visual Arts Center at the Massachusetts Institute of Technology called "Corporate Politics," and one for the An-

derson Gallery at Virginia Commonwealth University for an exhibit called "Anonymity and Identity." Both of the exhibitions center on depictions of fragmented human body parts in the form of photographs and sculptures, and they include images of genitalia.

This was the first time since 1988 that the chairman of the NEA had overridden a decision made by the advisory council.

In a statement, Ms. Radice said she had rejected the grants because they had failed to meet standards of

"artistic excellence and artistic merit."

Members of the arts faculties and administrators at both universities said they were outraged by the decision.

—STEPHEN SAUND

The Bush Administration has revealed that it needs \$1.1-billion more than it previously requested for Pell Grants.

In private meetings, Administration officials have told lawmakers that the demand for the grants in

the current academic year and the projected demand for the 1992-93 year will outstrip financing levels by \$1.4-billion.

In the 1993 budget request, released in January, the White House asked for \$332-million for such shortfalls and \$6.3-billion for 1993-94.

Members of Congress's appropriations committees, who say they can provide only minuscule increases under 1993 spending limits, are demanding that the Administration suggest some way of coming up with the \$1.1-billion.

College officials also are angry because the tremendous shortfall could make it impossible for Congress to increase the size of Pell Grants for 1993-94.

—THOMAS J. O'DONOGHUE

Excerpts From the Overlap Group Documents Released by the Justice Department

In its investigation of the Overlap Group, the Justice Department obtained thousands of pages of internal documents from private colleges. Some of those documents have now been filed with a Federal District Court in Philadelphia that will hear an antitrust case against the Massachusetts Institute of Technology.

The documents—many of them marked "confidential"—include correspondence between officials of some of the nation's most prestigious universities as well as memos circulated among administrators of single universities. Following are some excerpts:

From a 1986 memo sent by David T. McLaughlin, then president of Dartmouth College, to "senior officers" at Dartmouth, reporting on discussions at a meeting of the presidents of Ivy League universities:

In response to a question as to whether or not institutions solicited gifts from companies from which they have divested, Princeton indicated that they do not do this but said that they do accept matching gift monies from those firms. Derek Bok said that at Harvard they have no compulsion about this and did not see a correlation between investment policy on the one side and development programs on the other. It was agreed that before any Ivy institution changes its present policy with regard to South African investments, they would initiate a conference call to advise

the other members of the League.

We went around the room and asked each institution what they projected for tuition and salary increases next year. I opened the discussion and told them about the salary pressures we were experiencing and explained how this was driving other salary structures by virtue of compression. When I told them that we were considering salary heights of 8%-10% and tuition increases not that far off from that number, there was an audible gasp. The other presidents felt that it was not possible to increase tuition at a rate that far above the CPI and that some of the pressure on faculty salaries was self-induced to serve the faculty's interest. . . . In view of the above information, we will need to rethink our proposed salary and tuition scheduled increases and to do so rather promptly.

From a 1986 letter from William R. Fitzsimmons, dean of admissions and financial aid at Harvard University to Jeffrey H. Orleans, executive director of the Council of Ivy Group Presidents. The letter complains about an incident where a star swimmer, admitted to both Harvard and Princeton Universities, was given a mistakenly high old award by Princeton. Princeton decided to honor the award for four years: This resolution put Harvard in

a very difficult situation with the [athlete's] family. We had the choice of matching the Princeton package, although it did not represent a fair or consistent treatment relative to the rest of the families in our applicant pool; or we could choose not [to] alter our package and risk having [the athlete] accept the Princeton offer of admission at least in part because of the financial advantage he gained there. . . .

One of the problems of allowing mistakes to proceed is that they compromise a need-based system designed to treat all students equally. If we make such exceptions, it is even more glaring to have so exception be a highly recruited athlete who can make a major difference to athletics in our program. We should be certain that students at our institutions understand exceptions to our regular policies and that non-athletes are treated the same way.

From a 1986 memo from Yale administrators to members of the Budget Committee of the Yale Corporation on possible tuition increases for the next year:

Yale's term bill figure is one of the most visible and widely distributed facts about the university. Although decisions about tuition, room, and board should not be driven by the views of Education Secretary William J. Bennett nor by other external parties, we are mindful of the public scrutiny

and concern about rising educational costs. Another very important intangible factor is the question of "educational cost threshold." There may be some level of term bill at which Yale and other selective schools will experience a decrease in the size and quality of their applicant pools.

From a 1987 electronic message sent by Sam Jones, associate director of financial aid at the Massachusetts Institute of Technology, to Ted Bracken of the Consortium on Financing Higher Education, a group of 32 elite private colleges that includes the 23 Overlap institutions:

Ted, sooner or later we must deal with a cancerous tumor which has just spread from Stanford to Yale. As you know, Stanford's provost, Jim Rosse, holds the view that Overlap and other sharing of decisions or just information on tuition analysis, faculty salaries, etc. is in violation of the antitrust laws. All of us in the Ivy group (including the Pentagons and 7 sisters) exchange a hell of a lot of information leading to our annual budget decisions. Now Yale, in the person of its new provost (I forget his name) is taking the same tack. Since corns lives and dies by the exchange of info, this view and the significance it gains by the Yale accession has to be disturbing. I personally feel the gentlemen are too caught up in the law and case law far ahead from education and federal aid to

education. I believe it will be necessary to get some first-class legal talent involved in this one.

From a 1986 electronic message from Sam Jones to financial aid officials of Cornell and Yale Universities, and MIT, about a plan to meet with Stanford University officials about Stanford's joining the Overlap Group:

Guys, just had a long chat with Bill Fitz [the Harvard aid director]. He won't be coming out, but he has spent a lot of time discussing things with Dean Spence [provost at Harvard] who knows Stanford well, and with Jean Peters [then dean of admissions at Stanford]. He reports that the legal implications of Overlap continue to bother Stanford (not just [Robert] Huff [director of financial aid at Stanford] and Peters) and that probably a Stanford overlap is not going to happen soon. He suggests that we concentrate on exchange of information, and charm the hell out of everybody. He agrees with me however that there are back channels and informal ways to handle rough differences. If we can get a clear picture from Huff as to how he deals with various kinds of cases, and maybe bring him into line (broadly speaking) so that we can have some confidence that statistically Stanford will look more or less like the rest of us in terms of driving faculty contributions, we will have done a good day's work.

Performance In A Class By Itself

If you're looking for a way to make the most of your retirement savings and that of your plan participants, consider performance. A lot of providers of 403(b)(7) retirement plan services claim it. But few can prove it. Fidelity's assets have grown from \$14.9 billion in 1981 to more than \$150 billion* today.

But performance should extend into other areas as well. It's just as important to find a turnkey solution that gets high marks from you and your employees. That's why we place such emphasis on participant record-keeping and employee communications support, as well as choice and flexibility.

To find out more about Fidelity's first class performance and how it can help you, contact our Retirement Services Group at 1-800-343-0860.

Fidelity Investments®
Tax-Exempt Services Company
A division of Fidelity Investments Institutional Services Company, Inc.

*As of March 31, 1992. For more complete information about Fidelity mutual funds, including fees and expenses, call for free prospectuses. Read them carefully before you invest or send money.

Bush Administration Again Vows to Veto Student-Aid Legislation

By THOMAS J. DELAUGHY

WASHINGTON
The Bush Administration has repeated its promise to veto legislation to reauthorize the country's major student-aid programs.

Members of the House of Representatives and Senate are expected to meet this month to iron out differences between bills that would reauthorize the Higher Education Act. Separate bills received overwhelming votes in their respective chambers earlier this year, passing by votes of 93 to 1 in the Senate and 365 to 3 in the House.

Despite that bipartisan support, Education Secretary Lamar Alexander told lawmakers in a letter this month that President Bush would veto the final bill if it contained certain elements now included in either of the bills.

'Major Problems' Seen

"The 'major problems,' the Secretary said, were:

- The House proposal for a direct-loan pilot project.
- The structure and "excessive cost" of Pell Grant proposals.
- The House proposal for "unsubsidized" Stafford loans.
- "Excessive" limitations on the Secretary's ability to manage higher-education programs.

"Wasteful" in the programs that duplicate current law and each other.

College officials were not alarmed by the promised veto since the White House had issued a similar message before the House voted on its reauthorization bill in



Education Secretary Lamar Alexander says the President will veto legislation to reauthorize student-aid programs in its current form.

March. Some said that Administration officials were putting out their positions in hopes that Republican lawmakers would help them win a few points during the conference on the legislation.

"I'm not too worried right now," said Edward M. Elmendorf, vice-president for governmental

lawmakers throughout their deliberations on the Higher Education Act. The White House consistently has opposed proposals to make federal loans directly to students rather than through the current system of federally guaranteed bank loans. Its opposition has kept a direct-loan plan out of the Senate bill and forced House members to limit their plan to a pilot project for a few hundred campuses.

Bush to Propose a Plan

The White House is opposed to the House pilot project, Mr. Alexander wrote in the letter, because it would "create a complex new system run by the federal bureaucracy." He has argued in the past that it would also increase the federal debt.

President Bush has said he will propose his own plan for bypassing the banks and making loans through the Student Loan Marketing Association, a federally chartered company. Few details have been provided about the plan, but Administration officials insist that it is different from direct loans.

The Administration's opposition to the proposed Pell Grant formula

and costs goes back to February 1991 when it unveiled its proposal for centralizing the grants on the neediest students and emphasizing larger loans to aid middle-income students. The White House plan said Pell Grants should rise by 54 percent, to \$3,700 for the neediest students, which would be paid for by dropping 400,000 students and

Government & Politics

by shrinking or eliminating other aid programs.

Lawmakers, however, have sought to serve more middle-income families to help them pay for college and to build political support for the grants.

For the same reasons, House members have sought to make Stafford Student Loans available to all students regardless of income. The House has approved an "unsubsidized" program, in which the government would subsidize the interest rate but would not pay the interest for students while they are in college as it does in the regular Stafford program.

Mr. Alexander wrote that the program is "misleadingly labeled" because the interest subsidies could cost more than \$100-million a year. He suggested that lawmakers raise borrowing limits in the current Stafford program for needy students.

The Secretary also charged that Congress would interfere in its ability to manage the aid program by limiting his discretion, in particular, he objected to a House proposal to limit his ability to establish additional standards for recognizing accrediting agencies. The Secretary must recognize an agency if the institutions it accredits are to be eligible for student aid.

Focus on Trio Programs

House aides said lawmakers did not want Mr. Alexander to set new standards unilaterally because they believed he had sought to use his power over accrediting agencies for political gain in his battle with the Middle States Association of Colleges and Schools. The Secretary delayed renewing recognition of that group last year because of concerns about its "diversity standards," in which campus review teams examine colleges' records in recruiting minority students and faculty members.

Among the provisions that the Secretary said were duplicative were the Trio programs, which were intended to make disadvantaged students aware of college opportunities and assist them when they enroll. Lawmakers have proposed complementing the programs with new "early-intervention" programs designed to encourage children to attend college. The Administration has proposed merging the Trio programs into a new "Pre-College Outreach Program."

1,600 Differences

Mr. Alexander also criticized lawmakers for continuing "unproductive" graduate-education programs, which the Administration believes should be merged.

The Administration also opposes a \$400-million Senate proposal that would provide colleges with grants for constructing or renovating facilities. "There is no justification for new federal construction support," Mr. Alexander wrote.

House and Senate aides already have held several meetings to discuss the 1,600 differences between their bills. They said they were not worried about the promised veto.

"It's not something that we quake about or fear," said Richard R. Wolfman, staff director of the House Subcommittee on Postsecondary Education. "It's not a very plausible threat."

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Business & Philanthropy

Private Giving to Colleges Rose by 4% in 1990-91

Recession is blamed for decline from 1989-90's 10% increase

By JULIE L. NICKLIN

Despite the recession, private giving to the nation's colleges and universities increased 4 percent in 1990-91, to \$10.2-billion.

The growth rate in 1989-90 was 10 percent, and donations from alumni, friends, foundations, and corporations totaled \$9.8-billion. Fund raisers said the latest figures reflected the impact of the recession: Donors had been reluctant to give. Yet several officials said the total amount was actually higher than they had anticipated.

"Given the economic circumstances, the 4-percent increase is probably a 'bad' year," said Mr. J. Robert, associate vice-president for development at the University of Michigan. "Tentative 10 percent isn't going to be an every-year thing anyway."

The figures, released this month by the Council for Aid to Education, cover the year ending June 30, 1991. The 4-percent growth represented the second-smallest increase in private giving to higher education in 10 years.

'It's a Simple Aberration'

Last year's increase did not keep up with the rate of inflation, which averaged nearly 5 percent for 1990-91. When adjusted for inflation, total donations to colleges actually declined 1 percent, according to the council.

Although many fund raisers said they were not alarmed by last year's decline, they conceded that attracting private gifts had become even more crucial because income from such sources as tuition and federal and state governments was no longer increasing at the rates enjoyed in the past. And many do worry not only about how economic fluctuations can slow gifts, but also about the growing number of groups that are competing for private dollars.

In 1990-91, 5 of the top 20 college fund



Inga T. Reichenbach of Cornell: "We achieved without having individual large gifts. There was a sense of the economy. We just didn't see the gifts materialize."

raisers reported declines, compared with 1989-90, when only one did.

Harvard University, higher education's top fund raiser for the past two years, saw its total donations drop 8 percent, to \$195.6-million—from \$213.5-million in 1989-90.

"It's a simple aberration," said Thomas M. Reardon, Harvard's director of univer-

sity development. "The gift stream is never on an even slope." Mr. Reardon said much of Harvard's drop could be attributed to an 8-percent decline in bequests to the university.

A drop was also reported by Stanford University, the second-most-successful fund raiser, whose total fell 11 percent to \$180.5-million.

Continued on Following Page

Editor Disputes University's Claim That Budget Ax Killed His Magazine

MOSCOW, IDAHO

Stephen Lyons struck a nerve last year when he wrote an article that criticized universities for turning alumni magazines into fund-raising vehicles. Mr. Lyons' magazine, *The Chronicle*, was the only one of its kind in the country.

This month, Mr. Lyons learned that the University of Idaho had decided that the magazine was too expensive and that it would cease publication after the summer issue. The university's current tabloid publication, *Al Idaho*, will be expanded to take the magazine's place. As of this summer, Mr. Lyons will be out of a job.

Coincidence? Mr. Lyons thinks not. "I think I'm being fired for the two articles I wrote," said Mr. Lyons, referring to an opinion piece in *The Chronicle of Higher Education* (February 13, 1991), and, more recently, an article in the May issue of *Currents*, the magazine of the Council for Ad-

vancement and Support of Education. "The practice of freedom of speech at Idaho is effectively dead for non-tenured staff."

Harry Peterson, Idaho's vice-president for university relations and development, said the university's decision had nothing to do with Mr. Lyons' articles. "It has to do with significant budget restrictions and the need to accomplish the same or more with less," he said, noting that other programs and positions at the university were also being eliminated.

Mailed to 63,000 Alumni

The quarterly magazine costs about \$106,000 a year to publish and mail to 63,000 alumni. Donations to the university's foundation pay for the magazine and will pay for the \$75,000 annual budget of the tabloid as well.

In a letter to alumni last week, Mr. Pe-

tersen said the university estimated that the cost of the magazine in its current format would increase by about \$9,000 a year.

Mr. Lyons' piece for *The Chronicle* prompted a flurry of letters to Mr. Lyons and this newspaper from outraged fund raisers. He argued that most readers were not fooled by the P. T. Barnum approach to public relations or fund raising. They enjoy being treated as a thoughtful, discerning public, not pieces of donor meat.

In his *Currents* article, Mr. Lyons reiterated his criticisms of editors who make fund raising their primary goal and said he regretted not making his original article stronger.

Before *The Chronicle* article was published, Mr. Peterson contacted the magazine's editors to express his concerns about a particular passage, according to Mr. Lyons and Karla Taylor, the editor in chief.

Continued on Following Page

STATE NOTES

- Georgia's Governor vetoes bill to let Bible colleges get student aid
- Mississippi Legislature overrides veto of tax increase for education
- Bill to regulate student-loan agency is vetoed by Wisconsin Governor

Georgia's Gov. Zell Miller, a Democrat, has vetoed a bill that would have made students attending Bible colleges eligible for tuition subsidies that are now available to students who attend other private colleges in the state.

Governor Miller said the bill would be too expensive at a time when the state was trying to provide larger grants in the program. Legislators appropriated nearly \$17-million for the aid program in the 1992-93 fiscal year and raised the amount of each subsidy to \$1,000 from \$794.

The bill to include Bible colleges was introduced by State Rep. Bill Cummings after Atlanta Christian College applied to the program but was denied admission by the Georgia Student Finance Commission because of a law excluding from eligibility students who attend such institutions.

Mr. Cummings said it was unfair for the college to be excluded from the program when other accreditation institutions participated.

Steven Dougherty, executive director of the Georgia Student Finance Commission, said some

of the 14 institutions in the program did have religious ties, but were admitted to the grant program "based on analysis of their curriculum requirements to determine if they were sectarian institutions, or schools with a broad theological context that are liberal arts-oriented."

Mr. Dougherty conceded that often only a "fine line" separated the two types of institutions. The issue is complicated because state law does not define what Bible colleges are, he said.

—JOYE MERCER

Both houses of the Mississippi Legislature have voted to override Gov. Kirk Fordice's veto of a bill to raise the state sales tax to provide \$168-million in new funds for education at all levels.

Governor Fordice, a Republican, said that the additional money was not needed and that the increase in taxes could hurt the state's economy.

But the Democratic leadership in the Legislature said the money was necessary. Public four-year colleges will receive an additional

\$23-million in 1992-93 because of the tax increase. Community colleges will receive an additional \$14-million and the public schools will receive the rest.

The sales tax was increased from 6 percent to 7 percent. College officials said they were pleased by the vote, but noted that—even with the additional revenue—they will have only about 3 percent more money in 1992-93 than was originally appropriated for 1991-92.

—SCOTT JASCHIK

Wisconsin's Gov. Tommy G. Thompson has vetoed legislation that would have regulated the Great Lakes Higher Education Corporation, which services student loans—as the state regulates other collection agencies. The bill also would have provided greater protection to students who believe the agency "unfairly harassed" them.

Kathy Kingery, of the United Council of University of Wisconsin Student Governments, said the law would have protected students from "some of the col-

lection tactics of Great Lakes." Those tactics include making early-morning or late-evening phone calls to borrowers and threatening that borrowers are about to be listed as defaulters even when they have been making regular payments, Ms. Kingery said.

In a message to legislators, Mr. Thompson explained that Great Lakes, because it primarily services federal student loans, already is regulated and audited by the federal Department of Education; therefore, he said, there is no need to increase the authority of the Commissioner of Banking. Mr. Thompson conceded that allegations of harassment needed to be examined, but he said the commissioner, under the Wisconsin Consumer Act, could investigate any complaints by students.

Mr. Thompson vetoed similar legislation in 1988.

Richard H. Johnston, vice-president of Great Lakes, said that complaints typically arise when borrowers "don't understand the seriousness of the default issue and the rather dramatic provisions that apply." Great Lakes stresses courteous customer service, he added. —J.M.

New Football League Is Proposed for Players Not Bound for College

Continued From Preceding Page

ced where others—such as the now-defunct Continental Football and Atlantic Coast Football Leagues—have failed.

The Minor League Football System, which disbanded in 1990 after two seasons, was also intended to provide an alternative to college play. It couldn't get a television contract or enough good players to attract fan support.

Not a Minor League

R. Lars Anderson, a co-founder of the Corporate Football Foundation, who owned a franchise in the minor-league system, said the new league was not intended to serve as a minor league for the NFL, although he said it could become a showcase for players to prove themselves to NFL scouts. Because professional football—unlike baseball—has no minor-league system, athletes who want to play professionally are almost required to go to college to attract the attention of an NFL team.

Don Weiss, planning director for the NFL, said NFL scouts would certainly look for talent in the new league, just as they do wherever football is being played. However, he said, the NFL's eligibility rules, which say a player cannot be signed until at least three years after his high-school graduation, will probably remain in effect.

Joe Paterno, head football coach at Pennsylvania State University, said the new league might ease some of the pressure on colleges to be the training ground for all players.

"I have kids on my own squad,

Big Ten Gets Plan on Female Athletes

Continued From Preceding Page

to change the university's vote to Yes.

The faculty representatives did not endorse a second proposal by the Big Ten's equity panel, which would require that within 10 years, league members provide athletic opportunities to women in proportion to their representation in the student body.

In another action, the faculty representatives voted to abandon temporarily the Big Ten policy that requires junior-college transfers to sit out a year of competition upon arriving at the league's universities.

League officials said new NCAA rules that will raise the academic requirements for transfer students should ease the conference's concern about the preparedness of transfers.

People in Athletics

Joseph Rush, football coach at Hampton, Va., is also an athletic director at U. of Wisconsin at Milwaukee, to athletics director at U. of Wisconsin at Platteville.

Frank Goss, athletics director at Campbell U., has retired.

G. W. Gossard, football coach at Jackson U., is athletics director at U. of U.S.

Garry Hunter, athletics director at U. of Tennessee, is athletics director at Wichita State U.

James LaDonna, assistant commissioner of the Atlantic Coast Conference, is commissioner of the Midwestern Collegiate Conference.

David Ann Leonard, former director of ath-

letics at U. of Wisconsin at Milwaukee, is athletics director at U. of Wisconsin at Platteville.

Frank Matusz, athletics director at U. of Massachusetts at Amherst, has retired.

Bill Shaw, director of physical education at Livingston U., is athletics director.

Thomas Stewart, director of development at U. of Utah, is athletics director at Weber State U.

Grant Tefft, football coach at Baylor U., also is athletics director.

Philip Winger, men's soccer coach at Wilson College, also is athletics director.

ATHLETICS NOTES

- Ashland U.'s chief and provost resign over sports controversy
- Cal. students come to the rescue of intercollegiate athletics
- Chancellor says U. of Pittsburgh football violated NCAA rules
- N.Y. judge says Syracuse basketball player cannot sue NCAA

The president and the provost of Ashland University stepped down this month, following months of controversy over an inquiry into possible violations of National Collegiate Athletic Association rules.

President Joseph R. Shultz, who is 65 years old, announced his retirement at a university dinner. He had been under fire since January from faculty members and some trustees over his handling of an NCAA investigation into charges of cash payments and possible academic improprieties involving men's basketball players.

Many of the complaints arose after the Cleveland Plain Dealer reported in January that Mr. Shultz had ignored evidence of wrongdoing in the basketball program that had been provided by the university's former athletics director, Fred Martinelli.

The newspaper published excerpts of Mr. Martinelli's confidential memoranda to the president, dating back more than a year, in which he told the president of possible wrongdoing.

Ashland one trustee had called for Mr. Shultz's resignation, and the board, at the urging of the university's faculty forum, had hired a team of consultants to review the administration's performance. The results of the review have not been released.

The provost, Lucille G. Ford, quit the day after the president announced his retirement. She said a new chief should be able to select his or her own provost.

Mr. Ford had told faculty leaders that Mr. Shultz had ordered her to cease her investigation into charges that a basketball player received an A grade in a first-aid course for which he had not done the work. However, a university spokesman, Steve Hanson, said Ms. Ford's review had been halted because the teacher of the course is an athlete trainer who is an administrator rather than a faculty member, and hence does not fall under the provost's purview.

A group of administrators and professors investigated those charges instead, and the university released a statement last week saying the inquiry had been closed without a finding of wrongdoing, Mr. Hanson said.

He added that Ashland was awaiting word from the NCAA on the results of its investigation into charges that a basketball player had received \$10 from a booster for every dunk, and that the team used ineligible players.

—DOUGLAS LEDERMAN

intercollegiate athletics, voting this month to raise their fees to avoid the budget-driven elimination of sports teams.

Students approved an advisory measure calling for increasing their annual activities fees to \$14 from the current \$34, which would replace most of the \$1.4-million that the university has traditionally contributed to the athletics budget.

The athletics program is expecting to raise the rest of the \$1.4-million through increased donations.

Rubin Wilson, Chico's president, said that on the basis of the vote, he would issue a new fee to pay for the 12 men's and women's sports teams that faced termination in 1992-93.

The money also will save the jobs of most coaches in the programs, who were threatened with layoffs.

The university was prepared to drop the sports programs as part of a planned \$4.5-million budget reduction resulting from expected cuts in state revenues, a spokesman said.

Since the vote, the annual fee reduction has been increased to nearly \$9-million requiring the elimination of an estimated 100 faculty positions, he said.

Students endorsed the fee increase by a margin of 63-to-37 per cent, with 39 per cent of the students voting, a much higher turnout than in most previous student ballots.

The fee increase also will give students free admission to all athletic events and to intramural sports activities, which is believed to have helped the ballot measure pass.

About 7,000 of the university's 15,700 students participate in intramural activities, the spokesman said, which they now must pay for.

Students at California Polytechnic State University of San Luis Obispo last November agreed to increase their fees over four years from the present \$8 a quarter to \$34 a quarter to save the university's athletic programs that had been scheduled for elimination to reduce the budget, a university spokeswoman said.

—JACK MERCURY

not fully substantive. The university said that it had interviewed about 100 witnesses, but that three former football coaches had refused to cooperate with its inquiry.

The Pittsburgh investigation, sparked by reports in the *Pittsburgh Post-Gazette* on possible wrongdoing in the football program, found that former coaches had given football remains, luxury hotel rooms, limousine rides, and extra expense money, and had given players improper gifts, meals, and clothing from 1988 until February 1990.

That the inquiry could not find conclusive "proof," Pittsburgh said it was "more probable than not" that a former coach had given players "small amounts of money" for personal use.

Virtually all of the violations, Pittsburgh officials stressed, occurred before the university's new football coach, Paul Hackett, replaced Mike Gottfried, whose contract was bought out after the 1989 season.

The university said it had sent its report to the NCAA and would cooperate with the association's investigation.

—D.T.

A state judge in New York ruled last week that a Syracuse University basketball player had no legal standing to sue the NCAA over his suspension last fall.

The player, Conrad McRae, sued the NCAA for \$1.35-million after it declared him ineligible part of its investigation into possible ticket breaking at Syracuse.

The judge said that the NCAA's relationship with Syracuse, not with Mr. McRae, was the NCAA's lawyer argued that the NCAA had initiated a direct relationship with the player when it induced him to cooperate with its investigation of possible violations at Syracuse.

The lawyer said Mr. McRae would appeal.

—D.T.

Briefly Noted

■ The National Association of Collegiate Directors of Athletics last week named Homer Rice, athletics director at the Georgia Institute of Technology, to receive its highest honor, the James J. Corbett Memorial Award, which signifies devotion to intercollegiate athletics.

■ Sports officials from East Carolina and Memphis State Universities and the Universities of Cincinnati, Southern Mississippi, and Tulsa have formed the Independent Football Alliance, to make it easier for them to schedule games and get recognition.

■ Students at California State University at Chico have come to the rescue of

Athletics

hoped

The University of Nebraska at Omaha has moved quickly to establish ties with post-Communist Afghanistan.

Since 1986 the university has operated a program to provide education for refugees from the Afghan in Afghanistan and to plan the development of schools inside that war-torn country.

The program furnished logistical, administrative, and professional support to an on-site unit in Peshawar, Pakistan, called the Education Center for Afghanistan, which has been an education center for Afghans who fled the Soviet occupation of that country.

University staff members working out of the Peshawar center helped the primary and secondary schools that were established in the area of Afghanistan under rebel control. The program also provided teacher training and scholarship efforts. These efforts have been extended to other parts of the country.

The U.S. Agency for International Development has provided the support for the center since 1986.

Nebraska recently announced a grant of \$100,000 for a three-year extension of the project, with an option to extend beyond 1995.

"The extension of the grant will enable the university to participate in the reconstruction of Afghanistan and in the education of people in this critical juncture in the history of the world," said Thomas Gaudin, who is dean of the International studies and programs at the Nebraska campus and director of the Center for Afghanistan Studies.

Dr. Gaudin is a Nebraska professor, who has been named to put together a new Afghan government. Mr. Gaudin was a guest of the Center for Afghanistan Studies in 1991 and was the first foreign visitor to address the Nebraska Legislature.

A Malawi university in India was shut down after students disrupted examinations and staged other protests against a professor who suggested the country should lift its ban on nuclear weapons.

Three faculty members were expelled by rampaging students before officials of Jamia Millia Islamia University in New Delhi could all classes and ordered temporary residents to vacate their homes.

Before the protests turned violent, groups of students had staged day-long hunger strikes to press their demand for the resignation of Mustafa Hasan, a Pakistani Muslim.

Mr. Hasan had published an article in *Sunday*, a weekly news magazine, in which he called for the lifting of the ban, which, he wrote, was "an image of a weak and undemocratic."

International

Britain's Polytechnics Strive for Nobility as Universities

But one takes name of founder of lottery

By DAVID WALKER

LONDON

The leader of the English barons who revolted against King Henry III in 1258 and the founder of a weekly lottery are among those for whom Britain's polytechnics are now naming themselves as they take on the label of "university."

The government has approved 14 name changes so far under a recently enacted law giving the polytechnics the right to call themselves universities.

Leicester Polytechnic is now officially to be known as De Montfort University, after Simon de Montfort, the Norman warrior who, as Earl of Leicester, crushed the barons against Henry III and later became the effective ruler of England.

Liverpool Polytechnic has taken the name Liverpool John Moores University, honoring a local tycoon who has made a fortune promoting a weekly lottery based on the results of English soccer games.

The name changes are part of the government's plan to reduce the distinctions between the universities and other degree-granting, higher-education institutions.

In the 1960's and 1970's Britain established 30 polytechnics to provide higher education at lower cost and with more technical and vocational emphasis than the 48 traditional universities, but with basically similar degree offerings. The polytechnics have since sought to prove that

their teaching standards are as high as those of the universities. Some have taken an extensive research commitments as well.

Lobbying by Other Institutions

Kenneth Clarke, the former Secretary of Education who is now Home Secretary, saw the renaming process as a way of rewarding the polytechnics for expanding their enrollments and—unlike the universities—not always complaining about inadequate government funds.

Not all of the name changing has gone smoothly. The Committee of Vice-Chancellors and Principals, which represents the traditional universities, successfully

lobbied Mr. Clarke to prevent polytechnics from taking any title that would "compromise" existing universities. Mr. Clarke sent a letter last fall forbidding Leeds Polytechnic from calling itself the Leeds City University, which, it was argued, might have caused students to confuse it with Leeds University.

The several polytechnics in London were given a strong warning by the vice-chancellor of the University of London that his institution would fight their use of any name that sounded like London University.

The first batch of name changes to be approved were not controversial—and not

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Mandela Gets Honorary Post on One Campus and Stirs Debate on Another

By LINDA VERGNANI

CAPE TOWN

South Africa's University of the North, until recently the most repressive black higher-education institution in the country, has installed Nelson Mandela, the president of the African National Congress, as its new chancellor, an honorary position.

On another South African campus, however, controversy erupted over plans to award an honorary degree to Mr. Mandela. Protests also greeted plans to award an honorary degree to an American diplomat.

The University of the North was originally established by the government as a segregated, black, "bush" college in a remote area of the Northern Transvaal. The campus was rocked by student protests throughout the 1970's and 80's. The disturbances were met with harsh repression, culminating in the occupation of the campus by armed South African troops for three years in the late 1980's.

'Transformation and Democratization'

However, under the leadership of Chobani Manganyi, its new vice-chancellor and chief operating officer, the university is undergoing a democratic reorganization involving academics, students, and staff workers. It now enrolls 11,000 black students, the largest number at any residential university in the country.



Nelson Mandela, who was honored by South Africa's University of the North, at last was transforming an instrument of oppression into a vehicle of liberation.

Mr. Manganyi, who was officially inaugurated at the same ceremony last month at which Mr. Mandela was honored, said the "transformation and democratization of university governance" was a critical issue in South African higher education. He called for legislation that would require such changes at the country's universities.

Mr. Mandela said the institution's gov-

erning bodies were demonstrating "a marked readiness to initiate changes intended to transform the university in response to the winds of change blowing across the country." Mr. Mandela congratulated Mr. Manganyi, saying that the institution was now "on course to become a true people's university." He added: "At

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Britain's Polytechnics Strive for Nobility as Universities

Continued From Preceding Page
very exciting. The institution that used to be called North Staffordshire Polytechnic and then became Staffordshire Polytechnic is now Staffordshire University. Wolverhampton Polytechnic becomes the University of Wolverhampton. And so on.

More interesting is the title adopted by Newcastle Polytechnic. It is calling itself the University of Northumbria—a reference to an ancient Anglo-Saxon kingdom last heard from in the 11th century. Liverpool Polytechnic's decision to honor a businessman with

its new name greatly offended its students, who passed several resolutions condemning the move. Peter Toyn, Mr. Toyn defended the decision by calling Sir John Moore one of Liverpool's "foremost benefactors," and praising "his commitment to equal opportunities and education and training for all."

National Lottery Planned

Sir John's role as a potential benefactor of the university may be threatened, however. The Conservative government has said it plans to introduce a national lot-

tery, which probably would cut sharply into Sir John's profits.

The polytechnics have until June to apply to change their names. Not all of them see an advantage in making a change. Oxford Polytechnic, which was sternly warned by the University of Oxford not to call itself the New University of Oxford or anything along those lines, is sticking with its original name.

Unlike Newcastle Polytechnic, Birmingham Polytechnic rejected the name of the ancient Anglo-Saxon English kingdom, Mercia, in which it is located. The front runner as a new name for the institution is now the University of Central England. David Warner, Birmingham's director of external affairs, said the acronym UCE "had a good ring."

Mandela Gets Honorary Post at a University

Continued From Preceding Page
last we are transforming an instrument of oppression into a vehicle of liberation."

Since Mr. Mandela's release from prison two years ago he has been awarded honorary degrees by several of South Africa's black and liberal universities. But last month he asked the racially open University of Natal to postpone conferring an honorary doctorate of laws degree on him for what he said were "reasons of state."

Students on the campus had

threatened to boycott the ceremony because Mr. Mandela's degree was to be conferred by the university's chancellor, former Supreme Court Justice Ramon Leon. Mr. Leon was sternly warned by the University of Natal to refuse to confer a degree on a member of the apartheid regime.

Award Postponed

Apparently bowing to the student protests, Mr. Mandela's degree was initially planned to be conferred by the university's vice-chancellor. He could not attend. The university agreed to his request to postpone the award until another time. Mr. Mandela did not attend the graduation.

At one of the University of Natal's four commencement ceremonies, a group of about 100 graduating black medical students disrupted the exercises. The graduation went ahead after the president of the medical-students council was allowed to address the gathering and air a variety of student grievances. Since the 1970s, medical-school graduates have boycotted commencement exercises to protest apartheid.

The university's vice-chancellor, James Leuti, condemned the demonstrators' conduct as "disgraceful" and said disciplinary action would be taken against students who had broken university rules.

At Rhodes University, more than 50 faculty members and librarians publicly denounced the institution's decision to award an honorary degree to Chester Crocker, former U.S. Assistant Secretary of State for African Affairs.

The protesters published an open letter saying Mr. Crocker was unfit for the award. They said Mr. Crocker was the architect of Reagan Administration's policies on southern Africa, which "endorsed South Africa's illegal occupation of Namibia and so delayed Namibian independence for a decade." They also said that America

A statement by the South African Students Congress described the decision to award the degree to Mr. Crocker as "scandalous."

can support for us—the National Union for the Total Independence of Angola—had "perpetrated a destructive civil war in which brought death and economic ruin to thousands of Angolans."

Some Rhodes students were particularly unhappy with the plan to award to Mr. Crocker, since the nomination of Govan Mbeki, a senior African National Congress official, for an honorary degree was reportedly been turned down by the university's Senate and Council. A statement by the South African Students Congress described the decision to award the degree to Mr. Crocker as "scandalous."

Derek Henderson, vice-chancellor of Rhodes University, said that he had no objection to the institution planned to be awarded Mr. Crocker the honorary degree this month.

NEW ZEALAND
Negotiations between a national union and the administration of New Zealand's universities have broken down over a new contract for the employment of what the union says is government interference.

The union, the Association of University Staff, said that the university's vice-chancellor's agreement with the university to hire faculty members on individual contracts.

Under such an arrangement there would be no salary adjustment for the second consecutive year, and no mechanism to determine or guarantee that they would receive future salary increases.

The government, which maintains that its actions are in accord with the law, has had no official reaction to the advertising campaign.

However, the vice-chancellor of Waikato University in Hamilton, New Zealand, said that the university's negotiations with the union are the business of a contractual agency—the State Employment Service—rather than university administrators.

The union says that working conditions have deteriorated and salaries have declined, causing the morale of academics to plummet.

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New Zealand Professors and Administrators at an Impasse in Salary Talks

WELLINGTON, NEW ZEALAND
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Under such an arrangement there would be no salary adjustment for the second consecutive year, and no mechanism to determine or guarantee that they would receive future salary increases.

The government, which maintains that its actions are in accord with the law, has had no official reaction to the advertising campaign.

However, the vice-chancellor of Waikato University in Hamilton,

Will Milcom, attacked the faculty union for its advertisements, saying they were putting the reputation of higher education in New Zealand at risk.

Overseas Comparisons

Mr. Vos said that since New Zealand's universities attracted about 60 per cent of their faculty members from other countries, academic salaries had to be compared with those overseas.

On that basis, he said, faculty salaries in New Zealand are now significantly below those of academics in many other countries, and conditions of employment are much worse.

From 1980 to 1990, enrollment at New Zealand's universities increased by more than 60 per cent. In that same period, the number of faculty members rose by less than 9 per cent.

Since 1990, when the country's academics last received a pay raise, there has been a further 15-per-cent increase in enrollments—with no corresponding increase in faculty staffing.

Mr. Vos warned that the country's university system would go into decline as a result of the government's action to take away the right of academics to bargain collectively.

Mr. Vos said the negotiations

with the vice-chancellors were intended only to reach agreement on a contract covering new salary scales, leaving individual universities to determine their own conditions of employment. The government, he said, rejected that approach.

Warning From Australia

The union and the vice-chancellors are scheduled to meet again this week to discuss what actions to take next.

Faculty unions in Australia have warned their own members not to apply for university positions in New Zealand unless they are offered salaries and working conditions equal to or better than those available to New Zealand academics.

—GEOFFREY MASHIN

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Gazette

APPOINTMENTS, RESIGNATIONS, DEATHS, AND COMING EVENTS

FACULTY MEMBERS at Utah State University have been vocal in the last few months in expressing concern about the nature of the search for a successor to **Stanford Cazier**, who retires as president on July 1.

Seven of the last nine searches for college presidents in Utah have resulted in the appointment of white, male Mormons. (No college in Utah has ever had a female president.)

Citing such concerns, **W. Wolfe Kerr**, Utah's Commissioner of Higher Education, withdrew as a semifinalist last month, prompting State Sen. **John Holmgren** to say that he'd hate to see a candidate from out of state succeed Mr. Cazier because "that person would be a stranger to Utah and would probably just come for the money." (The position pays \$125,000 annually.)

Early this month the Utah Board of Regents made their choice: **George H. Emert**, a biochemist and executive vice-president of Auburn University in Alabama. Mr. Emert will be the land-grant university's first non-Mormon president since **Jeremiah Sanborn**, its first president, who took office in 1891.

Arthur K. Smith, who took over the presidency of the University of Utah last September, is the first non-Mormon to hold that post.

Joseph J. Hazelwood, commander of the Exxon Valdez when it ran aground and dumped 11 million gallons of crude oil in Alaska's Prince William Sound, has found a new job, at the State University of New York's Maritime College. Mr. Hazelwood, a member of the college's class of 1968, will work on the institution's training vessel, where his duties will include "teaching cadets how to stand watch," according to Rear Admiral **Floyd H. Miller**, the college's president.

John Davans, a former mayor of Valdez, Alaska, had this to say: "If it's true that we learn from our mistakes, Joe ought to be a heck of a good teacher."

The president of Hampden-Sydney College has quit after less than a year in office. In his letter of resignation, **Ralph A. Rossum** wrote: "At this time, at this institution, I believe I can contribute most effectively to achieving academic excellence by joining the faculty as a tenured professor in the Political Science Department. Additionally, such a course of action will allow me the opportunity to remain the active publishing scholar and teacher that I am and the devoted husband and father I owe it to my family to be."

Before taking office last July, Mr. Rossum was vice-president and dean of the faculty at Claremont-McKenna College.

Hanna H. Gray, who will leave the presidency of the University of Chicago in June 1993, is one of the new nominees to the board of regents of the Smithsonian Institution. **Robert McCormick Adams**, secretary of the Smithsonian, was provost and professor of anthropology at Chicago before coming to Washington in 1984.

For the record, some recently announced name changes: Roger Williams College will open Rhode Island's first school of law in August 1993. Anticipating that move, the college's Board of Trustees has voted to change the institution's name to Roger Williams University, effective immediately.

Effective August 1, Sumter Area Technical College will become Central Carolina Technical College.



New college and university chief executives: Arkansas State University, John N. Mangrini; Fairleigh Dickinson University, Francis J. Mertz; Hawkeye Institute of Technology, Philip O. Barry; La Salle University, Brother Joseph F. Burke; Linfield College, Vivian A. Bull; Northeastern Ohio Universities College of Medicine, Robert S. Blacklow; Ottawa University, Harold D. Gerner; Presbyterian School of Christian Education, the Rev. Wayne G. Boulton; University of Montevallo, Robert M. McChesney; Utah State University, George H. Emert; University of Wisconsin at Superior, Betty J. Youngblood; Walsh College, the Rev. Richard J. Mucowski.

Other new chief executives: Duke Endowment, Jere W. Witherspoon; International Research & Exchanges Board, Daniel C. Matuszewski.

Appointments, Resignations

Betty D. Allmon, provost and vice-president for academic affairs at Bloomsburg U., has announced her retirement, effective June 30. **Isabelle Allen-Gallin**, assistant director of personnel services at Trenton State College, to director of human resources at Denver College. **John T. Baker**, director of counseling at Otilone College, to dean of student services at College of Alabama. **Philip O. Barry**, president of Salem Community College (N.J.), to president of Bowdoin College. **Regina V. Bennett**, former dean of the college of education and allied professions at Bowling Green State U., to vice-president for academic affairs at National U. (Cal.). **William A. Bledlow**, executive vice-president of Florida Shattil Youth Ranches Foundation (Boys Ranch, Fla.), to assistant to the president for development at Alms College.

Robert S. Bledlow, senior associate dean and professor of medicine at Jefferson Medical College of Thomas Jefferson U., to president and dean of Northeastern Ohio Universities College of Medicine. **Gordon Bond**, acting associate dean of the college of liberal arts at Auburn U., to dean of the college. **The Rev. Wayne G. Boulton**, professor and chair of religion at Hope College, to president of Presbyterian School of Christian Education, effective July 1. **Patrick Boyle**, chancellor of U. of Wisconsin-Extension, has announced his retirement, effective December 31. **Larry Brown**, dean of agriculture at U. of Idaho, has announced his resignation, effective in July 1993. **John W. Bunting**, physician at Cleveland State and Arthur Center at Lutheran Medical Center (Cleveland), to associate professor of orthopedic surgery and chief of spinal reconstructive surgery at Creighton U. **Gregory H. Brown**, vice president for research and public services at U. of Maine, to head of the College of Forestry and Wildlife Resources at Virginia Polytechnic Institute and State U.

Walter A. Bull, professor of economics at Drew U., to president of Linfield College (Ore.). He has announced his resignation, effective in August. **Brother Joseph F. Burke**, general secretary of La Salle U., to president, effective July 1. **Joanne E. Barley**, assistant vice-president for academic affairs at College of the Siskiyout, to executive officer of the McClelland campus of Pennsylvania State U. **J. Richard Chase**, president of Western College (Ill.), has announced his resignation, effective July 31, 1993. **Allen E. Cohen**, interim vice-president of Community College of Allegheny County, to vice-president for academic affairs at Ball State U. **Alvin E. Cohen**, interim vice-president of Community College of Allegheny County, to vice-president for academic affairs at Ball State U. **Ronald Connolly**, former vice-president for education at Greenville Technical College, to vice-president for academic affairs at Georgia State U. **James E. O'Neil**, controller at Central Michigan U., to associate vice-president for business and finance at York U. (Pa.).

Continued on Page 35

CONFERENCES, WORKSHOPS

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The Twenty-Seventh Annual Conference of the National Collegiate Honors Council

October 28-November 1, 1992

A year's NCHC meeting includes programs and sessions aimed at general and liberal arts colleges, and two-year colleges. Program combines "nuts-and-bolts" sessions dealing with matters of college, student recruiting, program administration, etc., with "thematic" thematic sessions. A special emphasis in the 1992 conference is on Discovery.

THE NCHC conference also features presentations of outstanding graduate student research projects, descriptions of exemplary programs, a series of sessions using the hot city as a model for college, and a series of sessions using the hot city as a model for college.

WORKSHOPS IN HONORS, a preconference workshop will be held on Saturday, October 28. A program of useful discussions and presentations in HONORS is aimed specifically at new Honors administrators and at those representing colleges and universities considering the development of Honors Programs. The day's Honors Programs, or having recently done so. The day's Honors Programs, or having recently done so. The day's Honors Programs, or having recently done so.

NATIONAL COLLEGIATE HONORS COUNCIL is a professional association of faculty, administrators and students representing over 500 colleges and universities with Honors Programs. This organization fosters development of curriculum, pedagogy, and programs for outstanding exceptional academic challenge. NCHC publishes a journal for Honors and a newsletter, *The National Honors Report*.

For further information and membership or conference registration, write to Dr. William P. Meach, NCHC Executive Secretary, 1910 University Drive, Bolton, ID 83426. Phone: 208-355-1208. BITNET: AHPMECH@IDBSU. E-mail: 208-355-1207.

INTERNATIONAL PEACE AND SECURITY

Research Workshop Competition

THE Social Science Research Council Committee on International Peace and Security announces a competitive grant program to support small, topical workshops. These grants are available for workshops on topics that test established assumptions about peace and security. Workshops must include groups of junior faculty members and other junior scholars for two or three days of intensive discussions of a specific topic. Workshops must involve papers. Workshops are open to all who wish to further collaboration, and preferably the publication of research findings.

Workshops must be initiated by individual recipients of SSRC-MacArthur Foundation Fellowships in International Peace and Security (past and present), MacArthur Foundation Grants for Research and Writing, MacArthur Collaborative Studies Grants, or other direct or indirect grant from the MacArthur Program on International Peace and Cooperation. For more information, write to the Program on International Peace and Security, SSRC, 403 Third Ave., New York, NY 10158 USA. (212) 661-5800. FAX: (212) 370-7876. Deadline: September 15, 1992.

FACULTY SEMINARS ABROAD

The CCS is pleased to announce the following overseas professional development seminars during calendar 1992 - 1993.

MEXICO: Mexico City and Queretaro—September 26 - October 4, 1992; approximately \$1,400 plus airfare.

GERMANY: Berlin and Potsdam—October 3 - 10, 1992; approximately \$1,400 plus airfare. Application deadline in June 3rd.

SPAIN: Seville, Spain and Lisbon, Portugal—March 4 - 13, 1993; approximately \$1,250 plus airfare.

For registration information contact: College Consortium for International Studies (CCIS), Suite 203B, 301 Oxford Valley Road, Yardley, PA 19087. Phone: (215) 493-2224.

MANAGEMENT SEMINARS

June 1992

Saratoga Springs, New York

15 16 17 18 19

Monday	Tuesday	Wednesday	Thursday	Friday
Strategic Planning in the Higher Education Setting Robert Shilling, President, University of Southern Colorado \$400	MIS for Strategic Planning and Decisionmaking Dennis Jones, President, NCHEMS \$200	Linking Planning with Budgeting Robert L. Loney, President, NCHEMS Management Services, Inc. Dennis Jones, President, NCHEMS \$400		
Developing a Student-Tracking Database Peter Ewell, Senior Associate, NCHEMS \$400	Responding to "Student Right to Know" Issues and Alternatives Peter Ewell, Senior Associate, NCHEMS \$200	Campus Planning for Successful Retention Cheryl Lovell, Staff Associate for Research, NCHEMS \$200		

These seminars, and others, can also be done on your campus.

For more information, call or write:

Ariene Barr
NCHEMS Management Services, Inc.
P.O. Drawer F
Boulder, CO 80301-9752
(303) 497-0345 or 497-0365
FAX: (303) 497-0338



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LABS FOR LIBERAL LEARNING III

The Third National Conference on the Role of Laboratory Exercises in General Education Science Courses

THE FUTURE IS NOW!

San Diego, CA • Thursday, Friday & Saturday, June 11-13, 1992

Sponsored by: Hunter College of The City University of New York and California State University San Marcos with the assistance of a grant from the Fund for the Improvement of Post-Secondary Education.

Featuring: Posters, Demonstrations, Group Discussions, Contributed Papers and Presentations by:

David Goodstein: *Keynote Address: Labs and Literacy*
Ezra Shahn: *Developing Concepts with Reconstructed Historical Experiments*
Friedella Laws & Roe Thorstein: *Advantages of State-Of-The-Art Instrumentation in Introductory Courses*
Roger Persell: *Rethinking the Introductory Biology Laboratory: Traditional vs. Molecular*
Fred Goldberg & Sharon Randall: *Current Research in Science Education: Using Technology to Facilitate Thinking*

Registration is limited. The fee of \$95.00 includes refreshments, two lunches, one dinner and transportation from downtown San Diego to the conference site at California State University San Marcos.

Participation is open to a limited number of posters, demonstrations and papers. Write or call for details.

Accommodations will be reserved at the U.S. Coast Hotel. You will have to make your own arrangements with the hotel, and indicate that you will be attending this conference.

For additional information, contact:

Dr. Ezra Shehn • Dept. of Biological Sciences • Hunter College • 695 Park Ave., NY, NY 10021
Phone: (212) 772-5349 • FAX: (212) 772-5227 or
College of Arts and Sciences • 820 West Los Vellington Blvd. • San Marcos, CA 92068-1477
Phone: (619) 752-4200 • FAX: (619) 752-4030

14th CONFERENCE ON THE CARIBBEAN OCHO RIOS-TAMAYO

July 29-31, 1992

The Caribbean Studies Association (CSA) is pleased to announce the following overseas professional development seminars during calendar 1992 - 1993.

MEXICO: Mexico City and Queretaro—September 26 - October 4, 1992; approximately \$1,400 plus airfare.

GERMANY: Berlin and Potsdam—October 3 - 10, 1992; approximately \$1,400 plus airfare. Application deadline in June 3rd.

SPAIN: Seville, Spain and Lisbon, Portugal—March 4 - 13, 1993; approximately \$1,250 plus airfare.

For registration information contact: College Consortium for International Studies (CCIS), Suite 203B, 301 Oxford Valley Road, Yardley, PA 19087. Phone: (215) 493-2224.

Association of Caribbean Studies
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Lexington, KY 40522

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A workshop presented by University of South Carolina and Quigley & Associates

Now in its fifth year, the workshop addresses:
• Dynamics of participatory planning • Key elements of strategic planning
• Achieving faculty consensus and commitment • Rebuilding an existing planning process • Strategic management of the plan

Each session of this proven workshop is limited to only 16 participants to maximize individual attention, and features an optional one-on-one institutional planning assessment session.

At three locations:
University of South Carolina, July 19-21, Columbia, SC
Henry Ford Community College, July 31-Aug 2, Dearborn, MI
Monterey Institute for International Studies, Aug 5-7, Monterey, CA

\$195 discount for pre-registration (by June 1); \$95 discount for early registration (2 weeks prior to session of choice); multi-party discounts available. (Normal fee \$195 excluding lodging)

To receive your brochure/application, contact Dr. F.A. Hienk, Dean's Office, College of Humanities and Social Sciences, University of South Carolina, Columbia, SC 29208, (803) 777-7042

Gazette

Continued From Page A35

Ernest Cronen, dean of academic affairs at Montgomery Community College, P.O. Box 1000, Montgomery, Ala. 36102, is vice-president for academic affairs at Union County College (N.J.).

Anthony M. Humming, former dean of education at Princeton U., to dean of the college of arts and sciences at Tulane U. **Bill B. Hamilton**, former dean of sciences and allied health at Lehigh County Community College, to chair of nursing at Neumann College.

Donald B. Dickason, vice-president for higher education at Peterson's Guides Inc. (Princeton, N.J.), to vice-president for enrollment management at Direct U.

F. David Dinklage, associate dean of the college of education and health sciences and director of the college center for research and service at Bradley U., to dean of the division of education, health, physical education, and leisure and sports management at Ilion College.

Laurie M. Duncan, associate dean of the college of sciences and professor of physics at Clarkson U., to dean of the college of engineering and applied sciences at U. of Illinois.

Stephen Durand, dean of East Asia languages and literatures at U. of Oregon, to associate dean for humanities in the college of arts and sciences.

Regina E. Edwards, executive vice-president at Pennsylvania State U., to special assistant in the president for institutional advancement and admissions at Chatham College.

Christine Edgemoor, grant coordinator at Borgess Medical Center (Kalamazoo, Mich.), to associate director of development at U. of Michigan at Dearborn.

George H. Ernst, executive vice-president of Auburn U., to president of Ohio State U., effective July 1.

Ray Fletes, dean of financial and administrative services at Northern Virginia Community College, to executive vice-chancellor of Virginia Community College System.

Charles A. Foster, professor of economics at U. of Wyoming, to dean of the college of business.

Oliver Friesen, dean of the school of computer and information science at Syracuse U., to professor and dean of the school of engineering and applied sciences at George Washington U.

Kurt G. Gieschen, professor of psychology at U. of Portland U., to dean of colleges and schools at State U. of New York College at Oswego.

Harold D. Gerner, executive vice-president at Ottawa U., to president, effective July 1.

Kimberly M. Goff-Gower, lawyer in New York, to director of the Afro-American Cultural Center and assistant dean of Yale College at Yale U.

James J. Gozo, dean of pharmacy and allied health professions at Eastern U., to dean of the college of pharmacy and health sciences.

Melanie Huesy, director of the division of life, health and physical sciences at Laramie County Community College, to vice-president for instruction at Front Range Community College.

Richard Mandelbaum, professor of mathematics and electrical engineering and vice-president for computing at U. of Rochester, to director of the Center for Advanced Technology in Telecommunications at Polytechnic U.

John M. Mangiat, provost and vice-chancellor at U. of New Orleans, to president of Arkansas State U.

E. John Martin, dean of the college of nursing at U. of Akron, to dean of the college of arts and sciences at Tulane U.

Anthony M. McGuire, former director of corporate and foundation support at Villanova U., to executive director of institutional advancement at Philadelphia College of Podiatric Medicine.

Robert M. MacInnes, provost and vice-president for academic affairs at U. of Montevallo, to president.

David Mendelsohn, chair of physics at U. of Oregon, to associate dean for natural sciences in the college of arts and sciences.

Shirley Kathleen McInnes, assistant professor of nutrition at Immaculate College, to vice-president for academic affairs.

Penelope J. Mertz, interim president of the college of business at Eastern U., to interim president of the college of business at Eastern U.

Barbara Moody, dean of the college at Montclair College of Art, to vice-president.

Morgan E. Mowery, assistant director of the annual fund at U. of Illinois, to director of the annual fund at Illinois College.

The Rev. Richard J. Mowbray, executive vice-president of the American Unitarian Society, to president of Walsh College.

Angelo Orlandi, vice-president for student development at Iona Synagogue U., has retired.

George P. Paek, dean of the school of international institutional studies of Johns Hopkins U., has announced his retirement, effective June 20, 1993. He will remain on the faculty as professor of East Asian studies and director of the Center for East Asian Studies.

John Peadar, dean of financial and administrative services at Lafayette College, to dean of the college of sciences, arts and letters and professor of composition and communications at U. of Michigan at Dearborn.

Richard R. Peltz, dean of the college of academic affairs at Broward Community College, to vice-president of the Laramie County Center of Front Range Community College.

Gary Rippke, headmaster of University of the Sacred Heart, to director of admissions at Lafayette College.

Richard R. Rippke, headmaster of University of the Sacred Heart, to director of admissions at Lafayette College.

Joseph R. Rippke, headmaster of University of the Sacred Heart, to director of admissions at Lafayette College.

Saul M. Pomeroy, 61, assistant clinical professor of pathology at State U. of New York Health Science Center at Brooklyn, to dean of the college of health sciences at U. of New York at Albany.

Raymond L. Pomeroy, 61, professor of pathology at George Washington U., April 30 in Washington, D.C.

John A. Ludwig, 61, former professor of education at U. of Michigan at Flint, May 1 in Detroit.

The Rev. Ray L. Lundy, 69, former president of the college of arts and sciences at Cornell U., to executive director of institutional advancement at Philadelphia College of Podiatric Medicine.

James A. L. Maffei, 62, professor emeritus of English at U. of Connecticut, May 1 in Storrs.

Carol Cunningham Parr, 50, vice-president for development at Guilford U., May 3 in Silver Spring, Md.

Thomas M. Peadar, 52, professor emeritus of pathology at George Washington U., May 7 in Alexandria, Va.

Lee Ball, 55, professor of psychology at Cornell U. and adjunct professor of psychology at Brown U., May 2 in New York.

John Binn, 73, former professor of music at U. of Iowa, April 28 in Iowa City.

Kenneth L. Smith, 67, former professor of applied psychology at Colgate Rochester-Delaware College, April 28 in Rochester, N.Y.

Richard J. Thain, 72, dean for external affairs and senior lecturer in the graduate school of business at U. of Illinois, June 6 in Chicago.

Garth W. Walsh, 56, former professor of surgery at Harvard U., May 2 in Boston.

Daniel E. Weis, 67, former professor of psychology at U. of Illinois, May 2 in Urbana.

William C. Weis, 67, former professor of psychology at U. of Illinois, May 2 in Urbana.

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Suburban and Regional Studies, Baltimore, Contact: Karl H. Borowski, 410/426-6641.

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Coming Events

Continued From Previous Page

- 12-12: Student recruitment. Teleconferencing in the recruitment of students. Workshop. Council for Advancement and Support of Education, Washington. Contact: est. 1202, 128-5901.
- 12-13: Community college. Regional seminar. Association of Community College Trustees, San Francisco, Calif. Contact: 415/ 7740 N Street, N.W., Washington 20036, (202) 775-6667.

CONFERENCES, CALLS FOR PAPERS

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A meeting program sponsored by the National Council of University Research Administrators

June 17-19, 1992, Minneapolis, MN
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- Regulatory issues (OMB Circulars, GAO Reports, FAR)
- Proposal development (budget analysis, finding information, pre award resource material)
- Proposal preparation and review
- Compliance issues (Human & Laboratory Animal Use, Certification, other regulatory requirements)
- Award negotiation and acceptance (negotiation, award and project initiation)
- Post-award administration (management systems, agency liaison, accounting, fiscal and reporting issues)
- Project and audit (final reporting, audit issues, project conclusion)

WHO SHOULD ATTEND

Proposed Development Personnel, Sponsored Project Administration Grant and Contract Administrators, Department/Laboratory/Center/Institute Administrators

• Others with newly acquired responsibilities in sponsored project administration

A comprehensive set of reference materials will be provided

For more information contact:

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One Dupont Circle, N.W., Suite 220

Washington, DC 20036

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Quality in Action in Academia

July 28-31, 1992

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Proposals should be no more than two double-spaced pages, and are due by June 15, 1992. For more information call (313) 762-3200 and ask for Mary.

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Extension and Continuing Education

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Announces a National Motivational Educational Forum

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- 12-13: Mathematics. "Symposium in Honor of Ami Neidhart: Special Mathematics in Mathematics and Computer Science." Cornell University, Ithaca, N.Y. Contact: Richard Shaw, Department of Mathematics, Cornell University, Ithaca, N.Y. 14853.
- 12-14: May 2000. Conference on the use of work of May 2000. Westbrook College, Portland, Me. Contact: Anne H. Arnesen, Continuing Studies, Westbrook College, 210 Stevens Avenue, Portland, Me. 04103.
- 12-15: Science education. "Labs for Liberal Learning III: National Conference on the Role of Laboratory Experiments in General Education Science Courses." Hunter College of City University of New York and Columbia State University of New York, New York. Contact: Elin Smith, 12121 72-5369, fax 1212 72-5327, or 1619 752-5000, fax 1619 752-4000.
- 12-16: Science education. "Science and Technology Education in the 21st Century." Workshop. University of North Carolina and other sponsors. Worcester, Mass. Contact: Fishman, University of North Carolina, University of North Carolina, 1778 College Street, Columbia, S.C. 29208, (803) 777-9629.
- 12-17: Virginia Woolf. "Virginia Woolf: Themes and Variations." Conference. Southern Connecticut State University, New Haven, Conn. Contact: Vana Newcomb, Southern Connecticut State University, New Haven, Conn. 06515.
- 12-18: Continuing education. "Lean and Mean: What's Up for Continuing Education in the 90's?" National meeting. Association for Continuing Higher Education, Rumore Hall, West Springfield, Mass. Contact: Patricia McGarry, School of Continuing Education, American International College, 1000 State Street, Springfield, Mass. 01109, (417) 747-6325.
- 12-19: Disabilities. "The Americans With Disabilities Act, Title II—Accessibility." Conference. California State University, Fullerton, Calif. Contact: Video Program Development, University of California, Services, California State University, 1200 Bellflower Boulevard, Long Beach, Calif. 90804-0002, (310) 985-8334, fax (310) 985-8400.
- 12-20: Management. "Total Quality Management: Executive Seminar." Systems Inc., Detroit, Contact: O'Sullivan, 100 South Sunrise Way, Suite 300, Palm Springs, Calif. 92262, (619) 778-0780.
- 12-21: Disabilities. "Learning Disabilities at the College Level." Conference. University of Colorado, Boulder, Colo. Contact: Rush Services, (303) 443-8489.
- 12-22: Multiculturalism. "Cultural and Linguistic Variation in the United States: Implications for Assessment and Intervention in Speech and Language." Conference. Temple University, Philadelphia. Contact: Anne Filipp, (215) 371-6786.
- 12-23: Towns. "Towns, relationships, towns & towns: Conflicts & issues in historic preservation." Symposium. Northeast Area Community College and Pennsylvania Historical and Museum Commission, Harrisburg, Pa. Contact: Michael R. Lefevre, (717) 877-4363.
- 12-24: Administration. "Doing More With Less: The Challenge of Constraints." Annual assembly. American Association of University Administrators, Cincinnati. Contact: General Secretary, AAUA, 2121 Street, N.W., Washington 20037, (202) 594-0001.
- 12-25: Teaching. "Teaching Across the Curriculum." Workshop. Alverno College, Milwaukee. Contact: Alverno Institute, (414) 382-6087.
- 12-26: Mathematics. Workshop for college teachers of mathematics. Mathematical Association of America, Boston. Contact: Ellen Deane, Mathematical Sciences, University of Houston-Downtown, One Moha Street, Houston 77002, (713) 232-6250.
- 12-27: Phenomenology. "Allegory of Culture." Conference. University of Wisconsin-Phenomenology Institute and International Society for Phenomenology and Literature. Contact: wpi, (617) 489-3696.

- 12-28: Drug abuse. "Summer School of Alcohol Studies." Rutgers University, New Brunswick, N.J. Contact: Rutgers University, (908) 932-4317.
- 12-29: Foreign students. Applications for awards to assist graduate students. Division of International Education, Director, Office of International Education, 261 East Capitol Building, Kansas State University, Manhattan, Kan. 66506, (913) 532-6100, (913) 532-6101.
- 12-30: Humanities. Applications for grants for humanities projects. National Endowment for the Humanities, 400 Constitution Avenue, N.W., Washington 20540, (202) 785-0284.

row-Turk, Department of English, Southern Connecticut State University, New Haven, Conn. 06515.	1992	June	1992				
n 12: Continuing education. "Lean and Mean: What's Up for Continuing Edu-	S	M	T	W	T	F	S

- 12-31: Computers. "National Educational Computing Conference." Loew's Anatole Hotel, Dallas. Contact: NCC, 501, (817) 545-3983, fax (817) 545-2182 or Southern Education, 364-2834, fax (503) 364-5890.
- 12-32: Environmental studies. "Remote Sensing of Ecosystems." Conference. Environmental Studies, University of California, Davis. Contact: (916) 825-1200, ext. 3124.
- 12-33: Teacher education. Annual meeting. National Association of State Directors of Teacher Education and Certification, Boston Park Plaza Hotel, Boston. Contact: Donald Hall, (201) 967-0437.
- 12-34: Computers. "Mathematics Across the Curriculum: Developing Computer-Based Instruction." Conference. University of Nashville, Nashville. Contact: (615) 322-2051.
- 12-35: Engineering. "A Conference for Exploration of a National Engineering Information Service." Engineering Foundation and Council on Library Resources, Palm Coast, Fla. Contact: Engineering Foundation, 345 East 4th Street, Room 301, New York 10017, (212) 705-7833.
- 12-36: Management. Management seminar. Institute Management Services Inc., Saratoga Springs, N.Y. Contact: Arlene Barr, Institute Management Services Inc., P.O. Drawer, Boulder, Colo. 80301, (303) 497-0345 or (303) 497-0345, fax (303) 497-0338.
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- 12-105: Teacher education. Annual meeting. National Association of State Directors of Teacher Education and Certification, Boston Park Plaza Hotel, Boston. Contact: Donald Hall, (201) 967-0437.
- 12-106: Computers. "Mathematics Across the Curriculum: Developing Computer-Based Instruction." Conference. University of Nashville, Nashville. Contact: (615) 322-2051.
- 12-107: Engineering. "A Conference for Exploration of a National Engineering Information Service." Engineering Foundation and Council on Library Resources, Palm Coast, Fla. Contact: Engineering Foundation, 345 East 4th Street, Room 301, New York 10017, (212) 705-7833.
- 12-108: Management. Management seminar. Institute Management Services Inc., Saratoga Springs, N.Y. Contact: Arlene Barr, Institute Management Services Inc., P.O. Drawer, Boulder, Colo. 80301, (303) 497-0345 or (303) 497-0345, fax (303) 497-0338.
- 12-109: Teaching. "Teaching Across the Curriculum." Workshop. Alverno College, Milwaukee. Contact: Alverno Institute, (414) 382-6087.
- 12-110: Mathematics. Workshop for college teachers of mathematics. Mathematical Association of America, Boston. Contact: Ellen Deane, Mathematical Sciences, University of Houston-Downtown, One Moha Street, Houston 77002, (713) 232-6250.
- 12-111: Phenomenology. "Allegory of Culture." Conference. University of Wisconsin-Phenomenology Institute and International Society for Phenomenology and Literature. Contact: wpi, (617) 489-3696.

- 12-112: Computers. "National Educational Computing Conference." Loew's Anatole Hotel, Dallas. Contact: NCC, 501, (817) 545-3983, fax (817) 545-2182 or Southern Education, 364-2834, fax (503) 364-5890.
- 12-113: Environmental studies. "Remote Sensing of Ecosystems." Conference. Environmental Studies, University of California, Davis. Contact: (916) 825-1200, ext. 3124.
- 12-114: Teacher education. Annual meeting. National Association of State Directors of Teacher Education and Certification, Boston Park Plaza Hotel, Boston. Contact: Donald Hall, (201) 967-0437.
- 12-115: Computers. "Mathematics Across the Curriculum: Developing Computer-Based Instruction." Conference. University of Nashville, Nashville. Contact: (615) 322-2051.
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